



TOWN OF DRUMHELLER
COMMITTEE OF THE WHOLE MEETING

AGENDA

TIME & DATE: 4:30pm, Tuesday, November 14, 2023

LOCATION: Council Chambers, 224 Centre St and ZOOM Platform and Live Stream on Drumheller Valley YouTube Channel

1. CALL TO ORDER

2. OPENING COMMENTS

Alberta Emergency Services Medal Presentations (www.alberta.ca/alberta-emergency-services-medal)

Randy Fourier - 12 Year Medal Presentation

Mervin Smith - 12 Year Medal and 22 Year Service Bar

Kyle Suntjens - 22 Year Service Bar

Richard Schinnour - 32 Year Service Bar

3. ADDITIONS TO THE AGENDA

4. ADOPTION OF AGENDA

4.1 Agenda for November 14, 2023 Committee of the Whole Meeting

Proposed Motion: Move to adopt the agenda for the November 14, 2023 Committee of the Whole meeting as presented.

5. MEETING MINUTES

5.1 Minutes for October 10, 2023, Committee of the Whole meeting as presented.

[Committee of the Whole Meeting – October 10, 2023 - Minutes](#)

Proposed Motion: Move to approve the minutes for the October 10, 2023, Committee of the Whole meeting as presented.

6. COUNCIL BOARDS AND COMMITTEES

6.1.1 Minutes: Drumheller and District Senior Foundation – August 2023

[Minutes](#)

Proposed Motion: Move to accept as information the Drumheller and District Seniors Foundation August 2023 Minutes as presented.

6. DELEGATIONS

6.1.1 Travel Drumheller & Destination Drumheller Updates

[Presentation](#)

7. REPORTS FROM ADMINISTRATION

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

7.1 Manager of Economic Development

Request for Direction: Business Licence Bylaw 06.23 – Short Term Rentals Information Update

[Request for Direction](#)

7.2 INFRASTRUCTURE DEPARTMENT

Update: Drumheller Municipal Airport (CEG4)

[Introduction and Presentation](#)

7.3 CORPORATE AND COMMUNITY SERVICES DEPARTMENT

Request for Direction: DRAFT - 2024 Capital Budget Presentation

[2024 Capital Budget Request Forms - Link to Website](#)

[Request for Direction](#)

[2024 Capital Budget + 10 Year Capital Plan – DRAFT](#)

[Appendix 2 – 6 Graphs](#)

EMERGENCY AND PROTECTIVE SERVICES

8. CLOSED SESSION

8.1 Personnel Evaluation

FOIP 17 – Disclosure harmful to personal privacy

FOIP 23 – Local public body confidences

FOIP 24 – Advice from Officials

Proposed Motion: That Council close the meeting to the public to discuss Personnel and Labour Relations as per FOIP 17 – Disclosure harmful to personal privacy, FOIP 23 – Local public body confidences, FOIP 24 – Advice from Officials.

9. ADJOURNMENT

Proposed Motion: Move to adjourn the meeting.



TOWN OF DRUMHELLER
COMMITTEE OF THE WHOLE MEETING

MINUTES

TIME & DATE: 4:30 PM – Tuesday, October 10, 2023

LOCATION: Council Chambers, 224 Centre St and ZOOM Platform and
[Live Stream on Drumheller Valley YouTube Channel](#)

IN ATTENDANCE

Mayor Heather Colberg (Regrets)
Councillor Patrick Kolafa
Councillor Stephanie Price
Councillor Tony Lacher
Councillor Crystal Sereda
Councillor Lisa Hansen-Zacharuk
Councillor Tom Zariski

Chief Administrative Officer: Darryl Drohomerski
Director of Corporate and Community Services: Victoria Chan
Acting Director of Infrastructure: Kelcie Wilson
Director of Emergency and Protective Services: Greg Peters
Flood Mitigation Project Manager: Deighen Blakely
Communication Officer: Bret Crowle
Legislative Services: Denise Lines
Reality Bytes IT: David Vidal
Recording Secretary: Mitchell Visser

1. CALL TO ORDER

T. Zariski called the meeting to order at 4:38 PM

2. OPENING COMMNETS

Rotary Radio Auction – Thursday, October 12^h, 2023 at 6:00 PM – Badlands Historical Centre and on the Radio at Real Country 910.

Dragon's Hockey & Tyra's Birthday Tailgater – Friday, October 13th, 2023.

Badlands Trail Society – Saturday, October 14th, 2023 - Trail Tunes.

Fire Prevention Week - Fire Hall Open House - Saturday, October 14th, 2023.

3. ADDITIONS TO THE AGENDA

4. ADOPTION OF AGENDA

4.1 Agenda for October 10, 2023 Special Council Meeting

M2023.263 Moved by Councillor Lacher, Councillor Price

That Council adopt the agenda for the October 10, 2023 Committee of the Whole meeting as presented.

CARRIED UNANIMOUSLY

5. MEETING MINUTES

5.1 Minutes for September 11, 2023, Committee of the Whole meeting as presented.

Agenda attachment: Committee of the Whole Meeting – September 11, 2023 – Minutes.

M2023.264 Moved by Councillor Kolafa, Councillor Price
That Council adopt the minutes for the October 10, 2023 Committee of the Whole meeting as presented.

CARRIED UNANIMOUSLY

6. COUNCIL BOARDS AND COMMITTEES

Timestamp: [11:48](#)

6.1.1 Minutes – Drumheller Housing Association

M2023.265 Moved by Councillor Sereda, Councillor Price
That Council accept as information the Drumheller Housing Administration June 2023 minutes as presented.

CARRIED UNANIMOUSLY

6.1.2 CN Rails to Trails Board Members - Update

Chair of the CN Rails to Trails Board Chair, Jason Blanke, presented an update on the activities of the board.

DELEGATIONS

COUNCIL REPORTS

7. REPORTS FROM ADMINISTRATION

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

CORPORATE AND COMMUNITY SERVICES DEPARTMENT

EMERGENCY AND PROTECTIVE SERVICES

INFRASTRUCTURE DEPARTMENT

7.1 Acting Director of Infrastructure Services

Timestamp: [17:10 PM](#)

7.1.1 Briefing Note: Drumheller 6th Ave Main Station – Preliminary Concepts Presented by Sedulous Engineering Inc.

Agenda Attachment: Briefing Note, Presentation

Acting Director of Infrastructure, Kelcie Wilson and Sedulous Engineering provided information regarding the Preliminary Concepts for the Drumheller 6th Ave Main Station.

8. CLOSED SESSION

8.1 Strategic Planning

FOIP 17 – Disclosure harmful to personal privacy

FOIP 19 – Confidential evaluation

FOIP 24 – Advice from Officials

M2023.266 Moved by Councillor Sereda, Councillor Price
that Council close the meeting to the public to discuss Personnel and Labour
Relations as per FOIP 17 – Disclosure harmful to personal privacy, FOIP 19 –
Confidential evaluation, FOIP 24 – Advice from Officials.

CARRIED UNANIMOUSLY

Council closed the meeting to the public at 5:10 PM

M2023.267 Moved by Councillor Lacher, Councillor Price
that Council open the meeting to the public

CARRIED UNANIMOUSLY

Council opened the meeting to the public at 6:20 PM

9. ADJOURNMENT

M2023.268 Moved by Councillor Kolafa, Councillor Sereda
That Council adjourn the meeting.

CARRIED UNANIMOUSLY

Council adjourned the meeting at 6:21 PM

MAYOR

CHIEF ADMINISTRATIVE OFFICER

DRUMHELLER AND DISTRICT SENIORS' FOUNDATION

REGULAR BOARD MEETING August 24, 2023

**PRESENT: TOM ZARISKI, DAVID SISLEY, BOB SARGENT, M'LISS EDWARDS,
MELANIE GRAFF, GLENDA YOUNGBERG**

1.0 CALL TO ORDER

Meeting called to order at 3:05PM by Tom Zariski.

2.0 APPROVAL OF AGENDA

Motion by David Sisley to approve the amended agenda.

Seconded by Bob Sargent

CARRIED

3.0 MINUTES

3.01 Motion David Sisley to approve the minutes for June 29, 2023 , Regular meeting.

Seconded by M'Liss Edwards

CARRIED

4.0 REPORTS

4.01 Administrator Report on file.

4.02 Financial Reports

Motion by Bob Sargent to accept the financial reports for June and July 2023

Seconded by M'Liss Edwards

CARRIED

5.0 CORRESPONDENCE

5.01 Motion by David Sisley to convert our operating reserve to "Capital expenditure" for the balance of the Sunshine 500 wing and purchase of land from the Town of Drumheller.

Seconded by Tom Zariski

CARRIED

Motion made via email July 26, 2023

6.0 UNFINISHED BUSINESS

6.01 A tentative date of September 13, 2023, has been agreed upon to meet with Delia, Morrin, Munson and Starland County to present the 2024 Budget and Strategic Plan for DDSF. Meeting to be held at the Starland County office. Glenda to reach out to the County CAO, as well as CAOs for Delia, Morrin and Munson.

7.0 NEW BUSINESS

7.01 Glenda informed the Board that the holdback for the Hillview pre-construction has been paid. Another email has been sent to AB Seniors and Housing requesting a letter from them to return the balance of the grant money that was slated for the SL4 construction. As of to date no communication has been received.

7.03 Capital Expenditure funds have been designated for the land purchase and balance of Sunshine Lodge 500 wing construction.

7.04 Glenda informed the Board that she hired a landscape architect to design hard landscaping for the Sunshine, Hillview, and Cottage properties. The Foundation is finding it almost impossible to keep up with the landscaping such as mowing, weeding and watering during the spring and summer months. Once received, the plan is to redo one section at a time. This may take 2-3 years to complete.

8.0 **Motion by Bob Sargent to go in Camera at 4:03pm**
Seconded by M'Liss Edwards

CARRIED

Motion by Bob Sargent to return to regular meeting at 4:10pm
Seconded by David Sisley

CARRIED

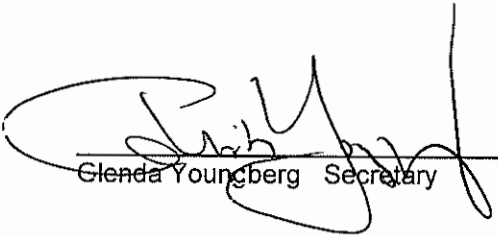
9.0 **Motion by David Sisley to adjourn meeting.**
Seconded by Bob Sargent

CARRIED

NEXT MEETING October 12, 2023



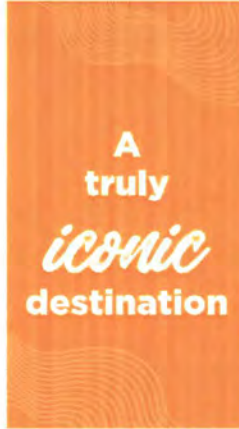
Tom Zariski Chairman



Glenda Youngberg Secretary



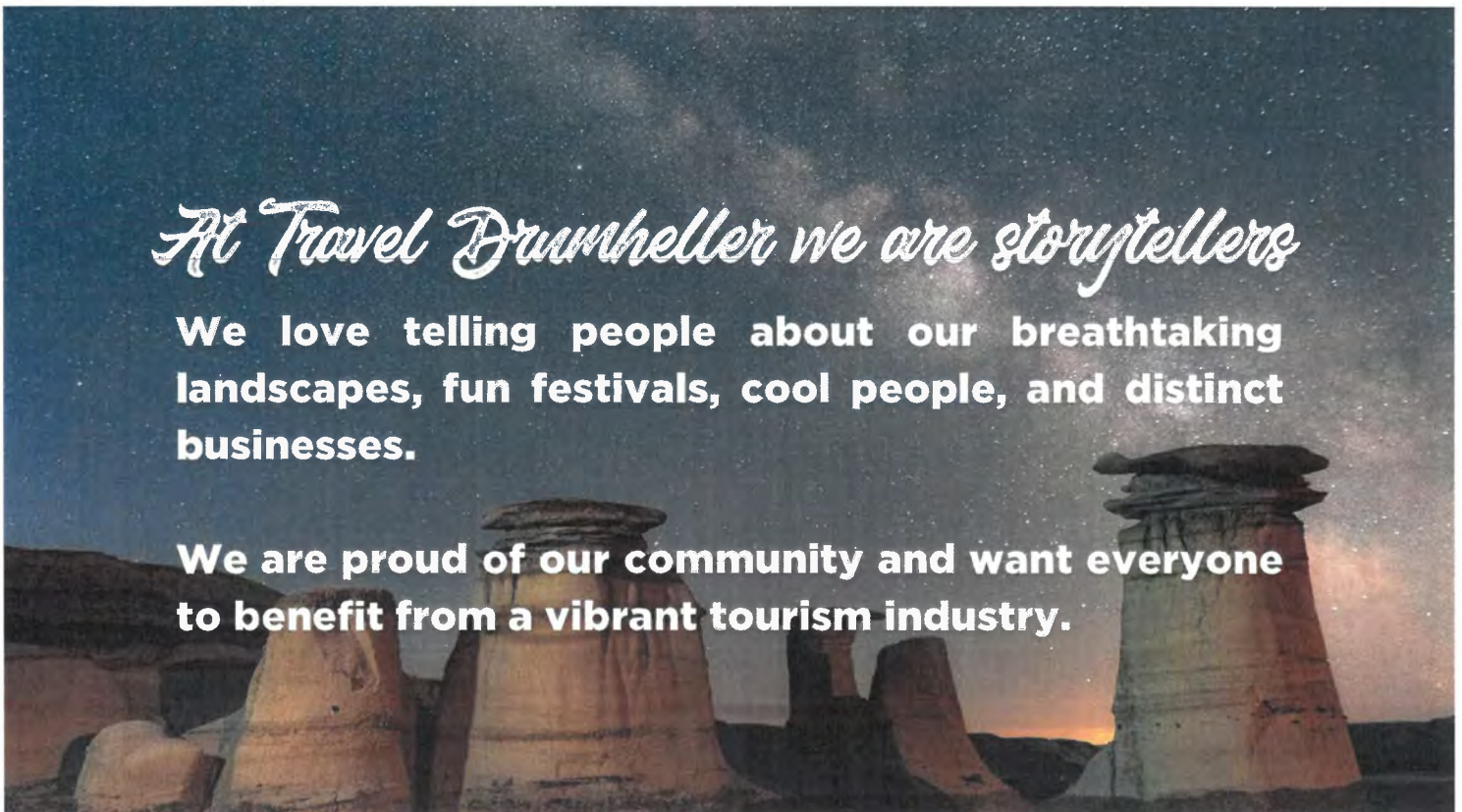
Travel Drumheller & DESTINATION DRUMHELLER OCTOBER 2023 UPDATES



At Travel Drumheller we are storytellers

We love telling people about our breathtaking landscapes, fun festivals, cool people, and distinct businesses.

We are proud of our community and want everyone to benefit from a vibrant tourism industry.





Tourism Numbers

1 IN 6 JOBS

\$70 MILLION IN SALES

\$16 MILLION IN WAGES

2022-2023 Highlights

- Increased staffing from one full-time permanent position to a team of three full-time permanent employees
 - Added two full-time seasonal contractors
 - Added two part-time project specific contractors
- \$33,000 supporting local events
- A Travel Alberta Tourism Development Zone
- Destination Development Plan completed
- Attended two large trade shows
- Distributed over 12,000 Guides





2022-2023 Highlights

- Hosted Job Fair
- 3 I Love Drumheller Valley campaigns
- 4 Boost your Business workshops
- Plaza promotion
- Partner Socials
- Hotel Occupancy at 90% in August 2023
 - Up 5% from 2022
- 70 people attended Drum Discovery sessions

Resident Sentiment

- Tourism matters to the Drumheller Valley with positive impacts to their daily lives and quality of life
- Drumheller residents are more likely than other Alberta regions to recommend their community to visitors
- Drumheller residents believe the community offers remarkable experiences to visitors
- They are very open to welcoming more visitors anytime throughout the year





Destination Drumheller

VISION

To be an iconic year-round destination grounded in community

MISSION

Driving significant economic and social value for Drumheller residents, businesses, and visitors through destination development

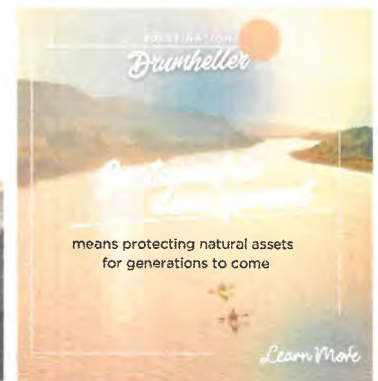
Destination Drumheller

“THE FUTURE POTENTIAL FOR TOURISM IN DRUMHELLER IS ONLY CONSTRAINED BY PERCEPTIONS OF WHAT TOURISM CURRENTLY IS & SUPPORTED BY THE VISION OF WHAT IT CAN BECOME.”

TWENTY 31 MARCH 2023

ACHIEVEMENTS

- Plan created from 45 community engagement activities
- Plan completed March 2023
- Hired Implementation Manager
- Created a steering committee



Destination Drumheller



Destination Drumheller

NEXT STEPS

Tourism Industry Information Session

5:00 - 8:00pm

Wednesday, November 15

Ramada Hotel

RSVP requested

Public Information Session

4:30 - 7:00pm

Tuesday, November, 21

Badlands Community Facility





Any Questions?

“Destination promotion is a catalyst for community vitality, driving what is needed for a community to become that destination where people want to visit, live, work and play. And it is how a destination organization achieves its purpose to help the community achieve its goals- by leveraging the power of destination promotion. And it is why that visit doesn’t happen without us. ”

Jack Johnson, Destinations International

REQUEST FOR DIRECTION

TITLE:	Business License Bylaw – Short Term Rentals
DATE:	November 8, 2023
PRESENTED BY:	Reg Johnson, Manager of Economic Development
ATTACHMENTS:	Business License Bylaw 06.23 (Draft)

SUMMMARY:

On October 3, 2023 Council gave 2nd reading to Business License Bylaw 06.23. During the 2nd reading, Council made the following recommendations regarding the regulation of Short-Term Rentals (STRs):

- Change how STRs are taxed to align with commercial taxation
- Charge fees based on the percentage of gross income
- Address foreign ownership
- Place a cap on the number of STRs
- Receive firm commitments from online brokers regarding enforcement
- Further address health and safety
- Implement insurance requirements

After reviewing these options, Administration recommends the following changes:

- 1. Introducing differential rates for principal and non-principal residents, set at \$245 and \$810 respectively. Yielding an approximate \$55,000 annually to offset administrative costs. A 475% increase from our previous recommendation.**
- 2. Implementing an annual cap of 120 licenses for STRs, with priority given to principal residences in order to target whole-home investment properties and their negative impact on housing inventory.**
- 3. Mandating applicants provide proof of liability insurance during their business license application process, in an amount determined by the Chief Licensing Officer.**

Additionally, Administration will not implement a grace period on the fees charged, as per Council’s direction, but does recommend a grace period for enforcement of the Bylaw. The rational for all of these recommendations are provided below:

COMMERCIAL TAXATION:

After consulting with Wildrose Assessment and Corporate Services, Administration determined that the best way to charge STRs a “commercial tax rate” is through the creation of a residential subclass in accordance with section 297(1) of the MGA. In order to accomplish this, the Town of Drumheller will need to identify all STR properties within the Town and assign them to the created subclass. Wildrose Assessment would be able to create a unique tax code and mill rate specific to STRs at no extra cost. They would need this information by mid-year 2024 in order to

apply it to 2025 tax year. The Town of Canmore currently uses this model, and has set their subclass rate as 3.28 times higher than their residential mill rate.

If the Town of Drumheller created a residential subclass and increased the mill rate from 8.72477 to 14.88421, 1.7x higher, the Town would raise an additional estimate of \$1,147.50 per STR. Administration has provided a breakdown of what each property owner might be expected to pay based on assessment value:

Assessment Comparisons			
Assessment	Residential Mill Rate	Commercial Mill Rate	Amount Increase
100,000	\$ 872.48	\$ 1,488.42	\$ 615.94
150,000	\$ 1,308.72	\$ 2,232.63	\$ 923.92
200,000	\$ 1,744.95	\$ 2,976.84	\$ 1,231.89
250,000	\$ 2,181.19	\$ 3,721.05	\$ 1,539.86
300,000	\$ 2,617.43	\$ 4,465.26	\$ 1,847.83
350,000	\$ 3,053.67	\$ 5,209.47	\$ 2,155.80

However, this would require increased administrative costs associated with identifying and tracking individual STRs, as well as administrating any possible assessment appeals. The fluid nature of STRs would make identifying and applying a subclass assessment challenging. This may lead to assessment appeals by STR owners who claim they are no longer operating STRs. These appeals would involve an estimated 5+ hrs. each to review documents, payments, timelines from all parties (complainant, assessor, and Regional Assessment Review Board). Based on estimates from the Director of Corporate Services, this could cost the Town of Drumheller an estimated 0.5 FTE, or \$50,000 annually in administration costs.

Option I: Town of Drumheller does *not* implement a residential subclass on STRs at this time and considers raising the price through the Business License Bylaw fee.

Option II: Town of Drumheller implement a residential subclass for non-principal STRs and set the mill rate at 14.88421 for a total approximate gross revenue of \$74,587. After subtracting the anticipated administrative expenses of \$50,000, this would result in an approximate \$27,587 in net revenue.

Recommendation: Option I, and instead recommend the possible addition of a differentiated principal and non-principal business license fee.

TAX PERCENTAGE OF GROSS REVENUE:

In British Columbia, municipalities can charge an up-to three percent tax (3%) on sales of short-term accommodation provided in participating areas of British Columbia on behalf of municipalities, regional districts and eligible entities. The Municipal and Regional District Tax (MRDT) was introduced in 1987, by the Provincial Government, to provide funding for local tourism marketing, programs, and projects.

In Ontario, Municipalities can charge a Municipal Accommodation Tax (MAT) for STRs, as provided by the *Municipal Act* and *O. Reg. 435/17: Transient Accommodation Tax*. Over 20 municipalities in Ontario such as Windsor, Waterloo Regional Tourism District, Toronto, Ottawa, Mississauga have implemented a MAT. Alberta does not have a provincial program that allows

municipalities to collect a tax on a percentage of revenue. Additionally, there is no precedent for this being done by an Albertan municipality.

Effective April 1, 2021, Tourism Levy Act (Act) in Alberta was amended to require individual hosts of STRs to remit the 4% tourism levy alongside traditional accommodation businesses. Recent amendments would require the online brokers such as Airbnb and VRBO to remit this levy instead of the individual host. However, On June 30th, 2023, the Government of Alberta announced they would not administer these amendments until further notice due to "significant concerns from both online marketplaces and accommodation providers about their ability to implement and comply with the proposed legislative and regulatory changes." Without the support of provincial legislation, it is extremely difficult to compel these brokers to submit the information we require to implement this levy. Due to these concerns, Administration recommends not implementing this change.

Option I: Town of Drumheller does *not* implement a tax as a percentage of each STRs net revenue.

Option II: Town of Drumheller further investigate and attempt to work with the provincial government to implement a tax as a percentage of each STRs net revenue.

Recommendation: Option I, and instead recommend the possible addition of a differentiated principal and non-principal business license fee.

FOREIGN OWNERSHIP (PRINCIPLE VS NON-PRINCIPLE RESIDENTS):

Effective as of January 1, 2023, the *Prohibition on the Purchase of Residential Property by Non-Canadians Act* prevents non-Canadians from buying residential property in Canada for 2 years in Census Metropolitan Areas (CMAs) and Census Agglomerations (CAs). Since the Town of Drumheller is neither a CA or CMA, Non-Canadians are legally allowed to purchase residential properties in the Town of Drumheller.

In order to limit ownership by Non-Canadians or investors living in other jurisdictions. Administration recommends creating a distinction between STRs that are operated as a principal residence and a non-principal residence - The principal residence being the address where the individual lives, uses for bills, identification, taxes and insurance. Municipalities in Ontario such as the City of Toronto and the City of Oshawa *only* allow STRs in principal residences or a secondary suite or accessory dwelling unit on the property of the principal residence. Bill 35 intends to apply the same regulation across the province of BC. *Bill 35 – The Short-Term Rental Accommodations Act*, passed second reading on October 19, 2023 and is now headed to the Committee of the Whole House for further review. In the bill's current form, many tourism-dependent municipalities and municipalities with a population of under 10,000 are initially exempt but have the option to opt-in if the municipality desires.

Other municipalities such as Kelowna, BC, Winnipeg, MB, and Hinton, AB charge different fees for principal and non-principal residences. In Hinton, for an annual business license, a principal residence STR is charged \$165 and a non-principal residence STR is charged \$1,500 per year. In Kelowna, a principal residence STR is charged \$345 and a non-principal residence is charged \$810. These fees align well with the cost of our business license (\$360.50) and compliance certificate cost (\$150), while leaving some room for enforcement.

As the Town of Drumheller already has a precedent in charging different rates for a resident and a non-resident business license, Administration recommends pursuing the option of different rates. Although municipalities in other provinces limit STRs to principal and secondary suites **only**, there is no precedent for this being done in Alberta, and this direction would require further legal review.

- Option I:** Implement different rates for principal and non-principal residences to align with our current fees for resident and non-resident business licenses, \$245 and \$810 respectively, for a total approximate annual revenue of \$55,000
- Option II:** Further investigate limiting STRs to principal residences and secondary suites and/or accessory dwelling units on the property of principal residences
- Option III:** Do not differentiate between the price of principal and non-principal residence business license fee.

Recommendation: Option I

CAP ON THE NUMBER OF STRS:

There are currently an estimated 104 STRs within the Town of Drumheller. Based on a 30% sample size, Administration estimates that approximately 63% of the STRs are non-principal residences. The municipalities of Nelson, BC, French River, ON and Fort Erie, ON have all implemented caps on STRs. Administration has attempted to reach out to these municipalities to discuss successes and challenges with this model.

Fort Erie limits the cap to 250 STRs licenses for a given year. Current license holders are given first opportunity to renew their license, provided they have complied with all rules (meaning 5 demerit points or less) during the previous year. Fort Erie maintains a waiting list of all interested applicants. The City of Nelson allows 110 annual licenses and 40 four-month STR licenses. There is a maximum of three (3) permitted per block. Nelson also gives first opportunity to previous business license holders. Additionally, the City of Nelson allows primary residences only.

Although a cap will give us a significant mechanism to control STRs, a cap may result in a reduction of competition, unfair benefit to license holders grandfathered into the program, and challenges with administration. If the Town of Drumheller were to implement an STR license cap, Administration recommends that priority to register an STR be given to principal residences and secondary suites, as investment properties are the primary contributors to a reduction of housing stock and decrease in neighborhood quality of life.

- Option I:** Town of Drumheller does not implement a cap on STRs at this time.
- Option II:** Town of Drumheller implement an STR business license cap and set the cap at 120 for a given year. The Town of Drumheller will provide first opportunity to current holders of the license to register for renewal in subsequent years. The cap will not apply to new builds. preference will be given to Principal residences. The cap will be reviewed on an annual basis.

Recommendation: Option II

INSURANCE:

Online brokers such as Airbnb and VRBO automatically provide \$1 million USD of coverage in the event the host is legally responsible for a guest getting hurt or if the guest's belongings are damaged or stolen while they're staying in Drumheller. Currently, the Town of Drumheller does not require any business owner to submit proof of insurance when applying for a business license. The only time insurance is requested is when a business is on Town property, such as for mobile vendors or film companies on public streets.

Administration recommends including a section in the *Good Host Guide* that encourages STR owners to review their insurance policy, as home insurance may not cover home-sharing services like Airbnb or VRBO. The Town may also require applicants to submit proof of liability insurance, most likely in the form of Home Sharing Insurance, to ensure they are adequately covered; however, requesting insurance as part of the Business License Application process has not traditionally not been in the Town's mandate.

- Option I:** Include a section in the *Good Host Guide* that encourages STR owners to review their insurance policy

- Option II:** Mandating applicants provide proof of liability insurance during their business license application process, in an amount determined by the Chief Licensing Officer.

Recommendation: Option II

ENFORCEMENT BY ONLINE BROKERS:

As mentioned previously, Administration has struggled to establish communication with Airbnb and VRBO. Administration has reached out to the City of Calgary and the City of Edmonton to understand their relationship with enforcement and online brokers. Calgary has had some success with Airbnb but has not been able to maintain consistent communication with VRBO. We have since been in contact with Airbnb's policy associate for local governments in Canada and are working out the details of enforcement for our municipality. We will continue to establish working relationship with these businesses.

HEALTH AND SAFETY:

Administration has recommended that health and safety requirements be outlined in the *Good Host Guide*, in order to allow for the flexibility in adapting the STR program on an annual basis. STR hosts will be required to review and acknowledge the requirements in the *Good Host Guide* each year upon renewing their license. If any health and safety requirement included in the Bylaw requires amendment or removal, we will be required to hold a Public Hearing, in accordance with s.191(2) of the MGA. However, some mandatory requirements we do not anticipate to be changed will be added to the Bylaw. We will mandate that STRs are required to possess and maintain:

- An Emergency Evacuation Plan, detailing emergency evacuation routes and the location of fire extinguishers in case of emergency;
- An Emergency Response Plan, detailing the:


- name, phone number and email address of an emergency contact person who can be reached twenty-four (24) hours per day during rental periods; and,
 - the contact information for local emergency services in the Town of Drumheller.
- A minimum of one (1) Portable 2A10BC or 5lb Fire Extinguisher, with the recommendation to install it near a common exit.;
 - smoke detectors inside bedrooms, common living areas and furnace rooms, with the recommendation to install interconnected monitoring smoke detectors;
 - Carbon monoxide detectors in all bedrooms and common living areas;
 - photoluminescent or electrical exit signage; and
 - some form of emergency lighting, with a minimum requirement that flashlights or battery-operated nightlights are installed that can be used in the event of an emergency.

A draft of the *Good Host Guide* will be brought to Council during third reading of the Business License Bylaw 06.23 which will detail the specifics of these requirements.

Additionally, Administration has recommended creating a dedicated complaint line and/or website portal for bylaw and health and safety concerns. Inspections will take place on a case-by-case basis in response to complaints regarding bylaw infractions and concerns arising during the business license application process.

To reiterate, Administration requires Council's input on the following recommendations:

- 1. Introducing differential rates for principal and non-principal residents, set at \$245 and \$810 respectively. Yielding an approximate \$55,000 annually to offset administrative costs. A 475% increase from our previous recommendation.**
- 2. Implementing an annual cap of 120 licenses for STRs, with priority given to principal residences in order to target whole-home investment properties and their negative impact on housing inventory.**
- 3. Mandating applicants provide proof of liability insurance during their business license application process, in an amount determined by the Chief Licensing Officer.**


Prepared by:
Mitchell Visser
Sr. Administrative
Assistant


Reviewed by:
Reg Johnston
Manager of Economic
Development


Approved by:
Darryl E. Drohomerski, C.E.T.,
Chief Administrative Officer

TOWN OF DRUMHELLER
BYLAW NUMBER 06.23
DEPARTMENT: CORPORATE SERVICES

Repeals Bylaw 04.15
Repeals Bylaw 01-18

**A BYLAW OF THE TOWN OF DRUMHELLER, IN THE PROVINCE OF ALBERTA, TO
PROVIDE FOR THE DEVELOPMENT AND REGULATION OF A BUSINESS LICENSE
REGISTRY.**

WHEREAS pursuant to Section 7 and Section 8 of the *Municipal Government Act, R.S.A. 2000, c. M-26*, a municipal council may pass bylaws respecting the regulation of businesses, business activities and persons engaged in business;

AND WHEREAS, it is deemed appropriate to require the licensing of businesses operating within the Town of Drumheller;

NOW, THEREFORE, the Council of the Town of Drumheller, duly assembled, enacts as follows:

1. SHORT NAME

This Bylaw shall be cited as the Town of Drumheller "*Business License Bylaw.*"

2. DEFINITIONS

2.1 For the purposes of the Bylaw, the following definitions shall apply:

- a) "*Agent*" means every Person who, by mutual consent, acts for the benefit of another, including a sales representative or a Person in care and control of the premises where a Business is being conducted;
- b) "*Annual License*" means a License that is valid for the period between January 1st and December 31st of the year it was issued,
- c) "*Applicant*" means a Person who applies for a Business License or a renewal of a Business License, in accordance with this Bylaw,
- d) "*Application*" means a written request for a Business License or a renewal of a Business License as required by this Bylaw, in the form prescribed by the Chief Licence Inspector;
- e) "*Business*" means:
 - i) a commercial, merchandising or industrial activity or undertaking,
 - ii) a profession, trade, occupation, calling or employment; or
 - iii) an activity providing goods or services;

- f) *“Business Premises”* means any store, office, dwelling, warehouse, yard, building, enclosure, Mobile Business Unit or other place occupied or capable of being occupied for the purpose of carrying on a Business in a permitted and discretionary use in accordance with the Land Use Bylaw;
- g) *“Busker”* shall mean a Person who plays music or performs entertainment in a public place while soliciting money;
- h) *“Carry on”, “carrying on”, “carried on” and “carries on”* means:
 - i) to conduct, operate, perform, keep, hold, occupy, deal in or use, for a fee or exchange of benefits, whether as principal or Agent; and
 - ii) to Advertise for a business, where in the opinion of the Chief License Inspector, there is an intent for the Business to be carried out within the Town;
- i) *“Charitable organization”* means any incorporated or unincorporated organization that is formed for a charitable purpose;
- j) *“Charitable purpose”* includes a philanthropic, benevolent, educational, health, humane, religious, cultural, artistic or recreational purpose;
- k) *“Chief Licence Inspector”* means the Chief Administrative Officer of the Town of Drumheller, or their designates;
- l) *“Community Standards Bylaw”* means the Town of Drumheller Community Standards Bylaw 06.19, as amended from time to time, and its successor legislation;
- m) *“Day Time”* means between the hours of 7:00 AM and 10:00 PM of the same day, on weekdays, and between the hours of 9:00 AM and 10:00 PM of the same day, on weekends;
- n) *“Development Authority”* means the Town of Drumheller Development Officer or the Town of Drumheller Municipal Planning Commission (MPC), as established in the Land Use Bylaw;
- o) *“Dwelling Unit”* means one or more rooms used, or designed to be used, as a residence by one or more persons and containing sleeping areas and that meets the definition(s) established in the Land Use Bylaw for the corresponding Land Use District;
- p) *“Fee Schedule”* means the Town of Drumheller *Fees, Rates and Charges Bylaw 23.22* and attached Service Fee Schedule, as amended annually, and its successor legislation;
- q) *“Home Occupation”* means any business of any sector that meets the definitions established in the Land Use Bylaw for the corresponding Land Use District;
- r) *“Land Use Bylaw”* means the Town of Drumheller Land Use Bylaw 16.20 as amended from time to time, and its successor legislation;
- s) *“License”* means a business license, issued pursuant to this Bylaw, for the

purpose of licensing any Person carrying on Business within the Town;

- t) *"Licensee"* means the holder of a valid and subsisting Business License, issued pursuant to this Bylaw;
- y) *"Market"* means the business of providing for rent, stalls, tables, or spaces to merchants displaying for sale, offering for sale, and selling goods to the public;
- v) *"MGA"* means the *Municipal Government Act, R.S.A. 2000, c. M-26.*
- w) *"Micro Business"* means a Resident Business whose annual revenues are less than \$30,000 per year as verified by the Canada Revenue Agency;
- x) *"Mobile Business Unit"* means a motor vehicle, temporary structure or display, or stand from which a business is carried on and for which the Licensee is not listed on the property tax assessment roll;
- y) *"Mobile Vendor"* means a Person who carries on Business from a Mobile Business Unit.
- z) *"Municipal Enforcement Officer"* means any person appointed as a Bylaw Enforcement Officer pursuant to Section 555 of the *MGA* or as a Community Peace Officer pursuant to Section 7 of the Peace Officer Act, R.S.A. 2006, c. P-3.5.
- aa) *"Night Time"* means the hours between 10:00 PM and 7:00 AM of the next day, on weekdays, and between the hours of 10:00 PM and 9:00 AM of the next day, on weekends.
- bb) ***"Non-Principal Residence" means any dwelling unit that is not a principal residence.***
- cc) *"Non-Resident Business"* means a business carried on in whole or in part within the Town, but which does not have business premises within the Town and is not listed on the current property tax assessment roll;
- dd) ***"Principal Residence" means the usual place where an individual makes their home for the majority of a calendar year, and for these purposes, a person can only have one principal residence at any given time.***
- ee) "Person" means a natural person or a corporation and includes a partnership, an association or a group of persons acting in concert unless the context explicitly or by necessary implication otherwise requires;
- ff) *"Resident Business"* means a Business that is carried on in whole or in part within the Town, and which has a business premises within the Town;
- gg) *"Short Term Rental", "Rental" or "STR"* means the Business of offering a dwelling unit or portion of a dwelling unit, as defined in the Land Use Bylaw, for temporary accommodation to a single party of guests for a period of twenty-eight (28) days or less, and includes those Businesses offering accommodation through an online broker or marketplace, but does not include;
 - a) Campgrounds

- b) Bed and Breakfasts
- c) Hotels/Motels
- hh) "Special Event" means any organized gathering of people:
 - i) with the primary purpose of supporting a community, cultural, recreational or sport experience;
 - ii) that would have a significant impact on public property and/or public safety, in the opinion of the Chief Licensing Inspector;
 - iii) that require temporary structures installed in a public space;
 - v) in a private space that generate any impact on pedestrian or vehicular traffic or parking in excess of that which is considered normal for the community, in the opinion of the Chief Licensing Inspector; or
 - vi) that involves temporary changes to the activities or access in a public space, including road closures and noise bylaw exemptions.
- ii) "*Temporary License*" means a Resident or Non-Resident Business License that is granted for the following temporary period of time:
 - i) one (1) day;
 - ii) one (1) week;
 - iii) one (1) month;
 - iv) four (4) months.
- jj) "*Town*" means the Town of Drumheller, a municipal corporation in the Province of Alberta, and includes the area contained within the corporate boundaries of the Town of Drumheller, as the context may require;

3. LICENSE

- 3.1 No Person shall carry on a Business in the Town or advertise for a Business in the Town unless that Person has a valid and subsisting Licence issued by the Chief License Inspector.
- 3.2 Notwithstanding section 3.1, a Business License is not required:
 - a) for a Business carried on by the Town; or,
 - b) for a Business carried on by the Government of the Province of Alberta, the Government of Canada, or a Crown Corporation created by either Government.
- 3.3 A Licence is required for each Business Premises where the Business is carried on.
- 3.4 Separate Business Licences are required if two (2) or more Persons are carrying on Businesses from or within the same Business Premises.
- 3.5 Every License, issued pursuant to this Bylaw, shall be posted in a conspicuous location in

the Business Premises of the Licensee, so as to be clearly visible to the public.

3.6 All Licenses shall remain the property of the Town.

3.7 A Licence is not transferable from one Person to another Person or between Business Premises or Mobile Business Units.

- i) If a Licensee is moving Business Premises within the Town, The Chief Licensing Inspector, may, at their discretion, reissue a License without the associated fee(s), if the move of the Business Premises does not necessitate a change in the Intensity or Use of the Business, as defined in the Land Use Bylaw.

4. APPLICATION REQUIREMENTS

4.1 Every Applicant for a Licence must provide the following information, in the form prescribed by the Chief Licence Inspector:

- a) the civic and legal address for the proposed place of Business;
- b) the trade name(s) under which the proposed Business will operate;
- c) where the Applicant is a sole proprietorship or partnership, the full name, mailing address, telephone number, and email address of the Applicant(s):
 - i) confirmation of this information may be required through presentation of two pieces of identification, one of which must be government issued picture identification;
- d) where the Applicant is a corporation, the full name, mailing address, telephone number, and email address of the principal managing employee(s) or board members:
 - i) confirmation of this information may be required through presentation of two pieces of identification, one of which must be government issued picture identification;
- e) Any certificate, authority, licence or other document of qualification under this or any other Bylaw, or under any Statute of the Province of Alberta or the Government of Canada, that may be required in connection with the carrying on of the Business; and,
- f) other such information as the Chief Licence Inspector may reasonably require.

4.2 No Person shall give false information in an application pursuant to the provisions of this Bylaw.

5. LICENSE FEES & TERM

5.1 An Application for a Licence or for a renewal of a Licence shall not be considered by the Chief Licence Inspector until the fee(s), as set out in the *Fee Schedule*, or any fines incurred pursuant to this Bylaw, have been received by the Chief License Inspector.

5.2 The Chief Licensing Inspector may establish different rates for different types of

business licenses, for resident and non-resident businesses and for Short-term Rentals operated as principal and non-principal residences, as outlined in the *Fee Schedule*.

- 5.3 Every Annual License shall be for the period between January 1st and December 31st of the year in which said License was issued and shall be purchased for the full amount set out in the Fee Schedule, regardless of the date of purchase.
- 5.4 Every Annual Licence issued, unless revoked, shall terminate at midnight on the 31st day of December of the year in which said Licence was issued.
- 5.5 Every Annual Licence that was renewed by the Chief Licensing Inspector must be paid by the Licensee by March 31st of the year it was renewed.
- 5.6 Every Temporary License issued, unless revoked, shall terminate after the prescribed time listed on the License, beginning from the date of issuance.
- 5.7 The Licensee must adhere to all conditions prescribed by the Chief Licensing Officer in association with the License at the time of approval.
- 5.8 Notwithstanding Section 5.1, any Business exempt from fees under the provisions of any Statute of the Province of Alberta or the Government of Canada, or any Charitable Organization, will be granted an exemption upon providing proof of exemption in a manner deemed sufficient by the Chief License Inspector.

6. PROVISIONS FOR CHARITABLE ORGANIZATIONS

- 6.1 Every Charitable Organization carrying on Business within the Town shall require a Business License, in accordance with Subsection 3.1
- 6.2 Charitable Organizations that wish to be exempt from the Business License fees, in accordance with subsection 5.6, must provide proof that they are a registered non-profit organization.
- 6.3 A Charitable Organization which receives an exemption under this section must otherwise comply with all provisions of this Bylaw.

7. PROVISIONS FOR MOBILE VENDORS

- 7.1 No Person shall carry on a Business from a Mobile Business Unit within the Town unless that Person has a valid and subsisting Business Licence, in accordance with Subsection 3.1.
- 7.2 In addition to Subsection 4.1, an Applicant must provide the following items to the Chief Licensing Inspector as part of their application;
 - a) an Alberta Health Services Food Handling Permit, if food will be served or sold from the Mobile Business Unit.
- 7.2 A Mobile Vendor operating on Town Property *must* provide Liability Insurance to the Chief Licensing Inspector in the manner described under **Section 13** of this Bylaw.
- 7.3 A Mobile Vendor shall not sell goods or provide services within ten (10) metres of a brick

and mortar Business that sells similar goods or provides similar services, as determined by the Chief Licensing Inspector.

7.4 A Mobile Vendor that wishes to carry on Business on Town property must:

- a) remain within the permitted area(s), as approved by the Chief Licensing Inspector;
 - i) A Mobile Vendor shall not be granted priority or exclusive rights to carry on Business in a permitted area(s), but shall have the right to carry on Business on a first-come, first-served basis; and,
- b) only operate during Day Time hours.
 - i) A Mobile Vendor shall not leave their Business Premises within the permitted area(s) during Night Time hours.

7.5 A Mobile Vendor that wishes to carry on Business on private property is only permitted within the Neighbourhood Centre District (NCD), Tourism Corridor District (TCD) and the Employment District (EC), as established in the *Land Use Bylaw*, and must provide written authorization from the landowner(s) to the Chief Licensing Inspector; indicating,

- a) approval to operate a Mobile Business Unit at the specific address; and,
- b) any additional requirements of the landowner(s), which will be reviewed by the Chief Licensing Inspector.

7.6 A Mobile Vendor may be requested to relocate at any time, at the sole discretion of the Chief Licensing Inspector, if:

- a) the safety of the Mobile Vendor operator or the general public are at risk;
- b) the operation of the Mobile Business Unit unreasonably impedes the movement of vehicles or pedestrians; or,
- c) the operation of the Mobile Business Unit is deemed a Nuisance in accordance with the *Community Standards Bylaw*.

8. PROVISIONS FOR BUSKERS

8.1 No Person shall carry on a Business of busking within the Town unless that Person has a valid and subsisting Business Licence, in accordance with Subsection 3.1.

8.2 A Busker that wishes to carry on Business on Town property must:

- a) remain within the permitted area(s), as approved by the Chief Licensing Inspector;
 - i) a Busker shall not be granted priority or exclusive rights to carry on Business in a permitted area(s), but shall have the right to carry on Business in a first come, first served basis; and,
- b) only operate during Day Time hours.

- 8.3 A Busker that wishes to carry on Business on private property must provide written authorization from the landowner(s) to the Chief Licensing Inspector, specifying;
- a) approval to busk at the specific address; and,
 - b) any additional requirements of the landowner(s), which will be reviewed by the Chief Licensing Inspector.
- 8.4 A Busker may be requested to relocate at any time, at the sole discretion of the Chief Licensing Inspector, if:
- a) the safety of the Busker or the general public are at risk;
 - b) the operation of the Busker unreasonably impedes the movement of vehicles or pedestrians; or,
 - c) the operation of the Busker is deemed a Nuisance in accordance with the *Community Standards Bylaw*.

9. PROVISIONS FOR MARKETS

- 9.1 No Person shall carry on the Business of operating a Market within the Town unless that Person has a valid and subsisting Business Licence, in accordance with Subsection 3.1.
- 9.2 A Market Licensee must, upon request, furnish to the Chief Licence Inspector, the following:
- a) the name and address of any operator of any stall, table or space; and
 - b) the type of goods, wares or merchandise sold by the operator.
- 9.3 A Person who rents a stall, table or space in a Market and operates within the Market's hours of operation are not required to obtain an individual License.
- 9.4 A Market that wishes to carry on Business on private property is must provide written authorization from the landowner(s) to the Chief Licensing Inspector; indicating,
- a) approval to operate a Mobile Business Unit at the specific address; and,
 - b) any additional requirements of the landowner(s), which will be reviewed by the Chief Licensing Inspector.
- 9.5 For the purposes of this Bylaw, A Market operating on Town Property is considered a "Special Event" and is subject to the provisions in Section 11.

10. PROVISIONS FOR SHORT TERM RENTALS

- 10.1 No Person shall carry on the Business of operating a Short-Term Rental within the Town unless that Person has a valid and subsisting Business Licence, in accordance with Subsection 3.1.

- 10.2 ~~A Short-Term Rental Licensee must meet all minimum standards of the most recently issued National Fire Code — 2019 Alberta Edition, prior to the issuance of a Business License.~~
- 10.2 In addition to Subsection 4.1, an Applicant for a Short-Term Rental Business License must provide the following items as part of their application, **in a form satisfactory to the Chief Licensing Inspector;**
- a) a floor plan and photos detailing the location of sleeping areas and other facilities, intended to be used by the guest(s) within the Short-Term Rental;
 - b) **evidence that the Short-Term Rental is either occupied by the operator as their principal residence or is operated as a non-principal residence;**
 - c) **Proof of current liability insurance; and,**
 - c) any other such information as the Chief Licence Inspector may reasonably require.
- 10.3 A Short-Term Rental Licensee must not allow overlapping bookings, whereby two (2) or more unrelated or unassociated Persons are accommodated in the Dwelling Unit(s) at the same time.
- 10.4 No Person shall Advertise a Short-Term Rental without a valid License, and:
- a) Short-Term Rental Licensee who advertises or causes advertising to be distributed respecting the Short-Term Rental, must include the valid Business License number within the advertisement, in a conspicuous location.
- 10.5 A Short-Term Rental Licensee must post, in a conspicuous location within the interior of the Dwelling Unit(s) used for the Business:
- a) **An Emergency Response Plan, which includes:**
 - (i) the name, phone number and email address of an emergency contact Person who can be reached twenty-four (24) hours per day during rental periods;
 - (ii) **the contact information for local emergency services in the Town of Drumheller**
 - b) A map detailing emergency evacuation routes **and the location of fire extinguishers** in case of emergency;
 - c) The occupancy limit, as determined by the Development Authority; and
 - d) The valid License, in accordance with Section 3.5 of this Bylaw.
- 10.6 **A Short-Term Rental Licensee must possess and maintain the following within the Rental, to the standard determined by the Chief Licensing Officer:**
- a) **portable fire extinguisher(s);**
 - b) **smoke detector(s);**

- c) carbon monoxide detector(s);
 - d) exit signage; and,
 - e) a source of emergency lighting.
- 10.7 An applicant for a property owned by a landlord or under a condominium association, homeowner's association, property management company, or similar authority, must submit a letter from their respective affiliation outlining:
- a) the approval to operate a Short-Term Rental at the specific address; and,
 - b) any additional requirements of the landlord, condominium association, homeowner's association or property management company, which will be reviewed by the Chief Licensing Inspector.
- 10.8 Only one (1) Short-Term Rental is permitted per parcel unless otherwise specified in the Land Use Bylaw for the Land Use District in which the Short-Term Rental is located.
- 10.9 A Short-Term Rental is **only** permitted within the following land use districts, as established in the *Land Use Bylaw*:
- a) Countryside District (CSD);
 - b) Downtown District (DTD);
 - c) Neighborhood Centre District (NCD);
 - d) Neighborhood District (ND); and,
 - e) Rural Development District (RDD).
- 10.10 A Short-Term Rental may be required to undertake an inspection by Alberta Health Services, or a Fire Inspection by the Town of Drumheller Fire Department, at the discretion of the Chief Licensing Officer.
- 10.11 The Chief Licensing Inspector will set an annual cap on the number of Licenses distributed to Short-Term Rental Applicants.

11. PROVISIONS FOR SPECIAL EVENTS

- 11.1 No Person shall carry on the Business of operating a Special Event within the Town unless that Person has a valid and subsisting Business Licence, in accordance with Subsection 3.1.
- 11.2 For the purposes of this Bylaw. The location of the Special Event shall be considered the Business Premises of the Special Event.
- 11.3 An Applicant must submit an application no later than fifteen business (15) days prior to hosting a Special Event; and,

- a) if the Special Event requires a road closure, the application must be submitted no less than thirty (30) business days prior to hosting a Special Event;
- 11.4 In addition to Subsection 4.1, an Applicant for a Special Events Business License must provide the following items as part of their application, in the form prescribed by the Chief Licensing Inspector:
- a) a plan outlining the description, anticipated size and duration of the event and the safety and security measures being taken;
 - b) a map detailing the location of activities, temporary structures, and other details as may be required by the Chief Licensing Inspector;
 - c) liability Insurance, in the manner described under Section 13 of this Bylaw;
 - d) an Alberta Health Services Food Handling Permit, if food will be served or sold at the Special Event;
 - e) an Alberta Gambling and Liquor Commission (AGLC) liquor license, if liquor will be served or sold at the Special Event; and,
 - f) other such information as the Chief Licencing Inspector may reasonably require.
- 11.5 Mobile Vendors participating in the Special Event must be licensed in accordance with Section 7 of this Bylaw.
- 11.6 Special Events that involve noise that may disturb the peace of the general public, or which involves the use of sound amplifying equipment during the Night Time, must apply for a temporary permit in accordance with the *Community Standards Bylaw*.
- 11.7 In addition to Section 14, The Chief Licensing Inspector will evaluate and approve all applications based on the criteria of this Section as well as the safety, health and welfare of the general public;
- a) Road closures and bylaw exemptions shall be granted subject to the time, date and location of the Special Event, in accordance with the *Town of Drumheller Street, Sidewalk and Public Place Use Bylaw*.

12. PROVISIONS FOR CONTRACTORS

- 12.1 No Person shall carry on the Business of operating as a contractor within the Town unless that Person has a valid and subsisting Business Licence, in accordance with Subsection 3.1.
- 12.2 A Contractor shall ensure that every sub-contractor it employs has a valid and subsisting Business License, in accordance with Subsection 3.1, and
- a) a Contractor must provide an accurate listing of all its sub-contractors to the Chief Licensing Inspector prior to being issued a license.

13. LIABILITY INSURANCE

- 13.1 The Chief Licence Inspector may require a policy of liability insurance to be held in connection with the carrying on of any business, and:
- a) the Applicant shall furnish the Chief Licence Inspector with evidence of such insurance in a form satisfactory to the Chief Licence Inspector;
- 13.2 The liability insurance policy required to be held by an applicant under this Section must:
- a) be issued by an insurance company registered and licenced to do business in the Province of Alberta;
 - b) be in an amount sufficient, in the opinion of the Chief License Inspector to cover public liability for all personal injury and property damage which may occur by reason of the operation of the business; and
 - c) include the Town as an additional named insured with thirty (30) days written notice to be given to the Town prior to cancellation of, or material change to, the policy.
- 13.3 Notwithstanding the existence of any liability insurance or the failure of the Town to require the acquisition of such insurance, neither the Town nor any official, servant, employee or agent of the Town is liable for any damage or loss sustained or suffered by any person by reason of:
- a) the issuance of any licence;
 - b) any acts or omissions of a licensee or person acting on his behalf; or
 - c) anything done or not done in any way connected with a licence or this Bylaw.
- 13.4 Where a policy of liability insurance expires during the licence year, the Licensee shall provide the Chief License Inspector with proof of the renewal. Where a policy of liability insurance expires or is cancelled or terminated, the applicable licence shall be automatically revoked and the Licensee shall cease carrying on business until the revocation is lifted or a new Business Licence is issued by the Town.
- 13.5 Where the Chief Licence Inspector requires a policy of liability insurance in connection with the carrying on of any business, a licence to carry on the business shall not be issued or renewed unless the applicant indemnifies and saves harmless the Town against any and all loss, damage, claims, actions, judgments, costs and expenses suffered or sustained by reason of or in connection with the carrying on of the business.

14. CONSULTATIONS & APPROVALS

- 14.1 The Applicant shall, prior to the Chief Licence Inspector issuing a licence, consult with the Development Authority and ensure that all necessary approvals and permits required under Land Use Bylaw have been obtained, and shall provide satisfactory proof thereof to the Chief Licence Inspector.

- 14.2 The Chief Licence Inspector may consult, prior to issuing or renewing a licence, with the Province of Alberta, the Royal Canadian Mounted Police, Alberta Health Services, the Drumheller Fire Department, any Town Department, or other bodies or Persons the Chief License Inspector deems necessary in order to render a decision regarding the renewal or issuance of a License.
- 14.3 The Applicant or Licensee is responsible for obtaining and maintaining any certificate, authority, licence, permit, insurance, or other document of qualification under this or any other Bylaw, Statute of the Province of Alberta, or Statute of the Government of Canada, that may be required in connection with the carrying on of their Business.

15. SUSPENSION AND REVOCATION

- 15.1 The Chief License Inspector may refuse, suspend, or revoke, a License if:
- a) The Applicant or Licensee fails to comply with the requirements of this Bylaw;
 - b) The Applicant or Licensee fails to comply with the provisions of the *Community Standards Bylaw*, any other Bylaw of the Town, or any applicable Statute of the Province of Alberta or the Government of Canada;
 - c) The License has been issued in error;
 - d) The Chief Licence Inspector has reasonable grounds to believe that operation of the Business poses a danger to the safety, health or welfare of the general public.
- 15.2 A suspension of a Licence may be:
- a) for a period of time not exceeding the remaining term of the Licence; or,
 - b) where the suspension is for non-compliance with the licensing requirements of this Bylaw, until the holder of the suspended Licence proves compliance to the satisfaction of the Chief Licence Inspector.
- 15.3 The Chief License Inspector may make inquiries and receive information, including information from the Applicant or Licensee, to determine whether there are just and reasonable grounds for the refusal, suspension, or revocation of a License.
- 15.4 The Chief License Inspector shall notify the Applicant or Licensee, in writing, when there is a refusal, suspension, or revocation of a License, which shall include the corresponding reasons for the decision and shall be issued to the Applicant or Licensee by means of:
- a) In-person delivery;
 - b) registered mail; or,
 - c) by leaving it with a Person who appears at least eighteen (18) years of age at the address of the Applicant or Licensee.
- 15.5 After the delivery of a notice of refusal, suspension, or revocation of a License, the Business shall not be carried on until such time as a Licence is reissued or the suspended

Licence is reinstated.

- 15.6 A License that has been revoked, pursuant to this Section, must be returned to the Chief Licensing Inspector as soon as reasonably possible.

16. APPEALS

- 16.1 Any Applicant or Licensee who wishes to challenge a decision regarding the refusal, suspension, or revocation, of a License, shall make a formal appeal through the *Tourism Corridor and Community Standards Appeal Board* as outlined in the *Tourism Corridor and Community Standards Appeal Board Bylaw*.
- 16.2 Where an Applicant Licensee has given notice of an intention to appeal the suspension or revocation of a License, the Chief Licence Inspector may, in the Chief Licence Inspector's sole discretion, stay the suspension or revocation of a License pending the hearing of the appeal, if the continued operation of the business does not create a danger to the safety, health or welfare of the public.
- 16.3 All notices of appeal shall be accompanied by a notice of appeal deposit in the amount specified in the *Tourism Corridor and Community Standards Appeal Board Bylaw*.

17. VIOLATIONS

- 17.1 A Person who contravenes or fails to comply with a provision of this Bylaw, or who interferes with or obstructs a Municipal Enforcement Officer in the execution of their duties under this Bylaw is guilty of an offence and shall be liable, upon summary conviction
- a) to a fine not less than three hundred (\$300.00) dollars but not exceeding ten thousand (\$10,000.00) dollars and in default of payment of any fine imposed, to a period of imprisonment not exceeding one (1) year; and,
 - i) the fine for the specific offence, in respect to the contravention of this Bylaw, shall be established in *Schedule A* of this Bylaw.
- 17.2 Where a Municipal Enforcement Officer has reasonable grounds to believe that a Person has contravened or failed to comply with a provision of this Bylaw, that Municipal Enforcement Officer may serve that Person with a Violation Tag by means of:
- a) in-person delivery;
 - b) registered mail; or,
 - c) by leaving it with a Person who appears at least eighteen (18) years of age at the address of the Applicant or Licensee.
- 17.3 The Violation Tag shall be in a form prescribed by the issuing Municipal Enforcement Officer and shall include:
- a) the name of the defendant;
 - b) the nature of the offence;
 - c) the fine for the offence, in accordance with Section 17.1 and Schedule A;

- d) the statement that the penalty shall be paid within thirty (30) days of the issuance of the Violation Tag; and,
 - e) any other information as may be required by the Municipal Enforcement Officer.
- 17.4 A Person convicted multiple times of the same offence, under this Bylaw, within a twenty-four (24) month period shall be subject to a fine
- a) twice (2x) the amount established in *Schedule A* of this Bylaw, if convicted at least two (2) times; or,
 - b) thrice (3x) the amount established in *Schedule A* of this Bylaw, if convicted at least three (3) times;
- 17.5 Where an issued Violation Tag has not been paid within the prescribed time, the Municipal Enforcement Officer may issue a Violation Ticket in accordance with the *Provincial Offences Procedure Act, R.S.A. 2000, c. P-34*:
- a) nothing in this Section shall prevent a Municipal Enforcement Officer from immediately issuing a Violation Ticket Where a Municipal Enforcement Officer has reasonable grounds to believe that a Person has contravened or failed to comply with a provision of this Bylaw.

18. TRANSITIONAL

- 18.1 If any portion of this Bylaw is found to be invalid, that portion shall be severed from the remainder of the Bylaw and shall not invalidate the whole Bylaw.
- 18.2 Bylaw 04-15, Town of Drumheller Business License Bylaw, and Bylaw 01-18, Mobile Vendor Bylaw, and all amendments thereto, shall be repealed on December 31st, 2023. All licenses issued in accordance with Bylaw 01-18 and Bylaw 04-15 shall be subject to the corresponding Bylaw until the date of repeal.
- 18.3 This Bylaw comes into force when it receives third reading and is signed by the Mayor and the Chief Administrative Officer.

READ A FIRST TIME THIS 10th DAY OF JULY, 2023

READ A SECOND TIME THIS 3rd DAY OF OCTOBER, 2023

READ A THIRD AND FINAL TIME THIS ___ DAY OF _____

MAYOR

CHIEF ADMINISTRATIVE OFFICER

Schedule “A” Offences

<u>Section</u>	<u>Offence Description</u>	<u>Penalty</u>
GENERAL OFFENCES		
General Penalties	All bylaw sections not specified in this schedule.	\$300
3.1, 8.1, 9.1, 10.1, 10.5	Operate or Advertise a Business without a License	\$1000
4.2	Provide false information on a Business License Application	\$1000
3.5, 10.6	Failure to advertise Business License in conspicuous location	\$300
15.5	Carry on business while license suspended or revoked	\$1000
15.6	Failure to surrender a revoked license.	\$300
MOBILE VENDORS & BUSKERS		
7.4	Operating outside of a permitted area	\$300
7.4	Operating outside of the approved times	\$300
7.6	Failure to relocate upon notice	\$1000
MARKETS		
9.2	Failure to furnish information regarding stalls.	\$300
GENERAL CONTRACTORS		
12.2	Failure to furnish information regarding sub-contractors	\$300
SHORT TERM RENTAL		
10.4	Allowing Overlapping Bookings	\$1000
10.6	Failure to post required information in a conspicuous location	\$1000
10.8	Operating multiple Short-Term Rentals on a single parcel	\$1000

DRAFT



Council Presentation

Drumheller Municipal Airport (CEG4)

November 14, 2023

1



Agenda

- Introduction
- Airport Traffic & Usage
- Fuel Sales
- Airport Projects
 - Completed Project – Runway Lighting
 - In Progress Projects – Runway Paving, Lease Lots
 - Upcoming Project – Fuel Farm
- Flight School
- Questions



2

Introduction

- 9 years of experience in the Airport/Aviation industry.
- 5 years as the Airport Coordinator with Powell River Airport.
- Continue to provide excellent customer service.
- Champion the Drumheller Valley to the aviation community.
- Develop the Airport Master Plan/Capital Plan.
- Work towards making the airport self-funding.



3

Overview



- Currently 1069 Aircraft visited YTD.
- Loss of Courtesy Car in August, has caused a sharp drop off, of town visits.
- 51% aircraft purchase fuel
- 12% visit the Town of Drumheller (multiple passengers)



4

Airport Traffic

Month	Commercial	Flight Schools	Other General
January	6	15	44
February	16	32	46
March	8	32	46
April	14	32	80
May	11	15	62
June	21	47	106
July	15	14	89
August	17	19	106
September	7	13	67
October	10	7	72
November			
December			
TOTALS	125	226	718

Fuel Purchase	Courtesy Car	Town Visit	Car Rental	Overnight
31	7	8		
44	8	10		1
36	3	8		
65	11	16	1	3
48	5	6		
92	23	37	2	14
61	10	29	2	18
80	N/A	7	1	4
45	N/A	5	0	2
43	N/A	9	0	1
	N/A			
	N/A			
545	67	135	6	43

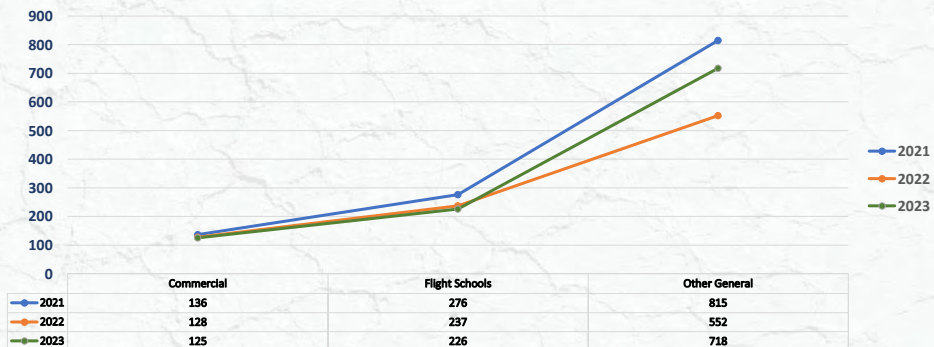
TOTAL FLIGHTS 1069



5

Airport Usage

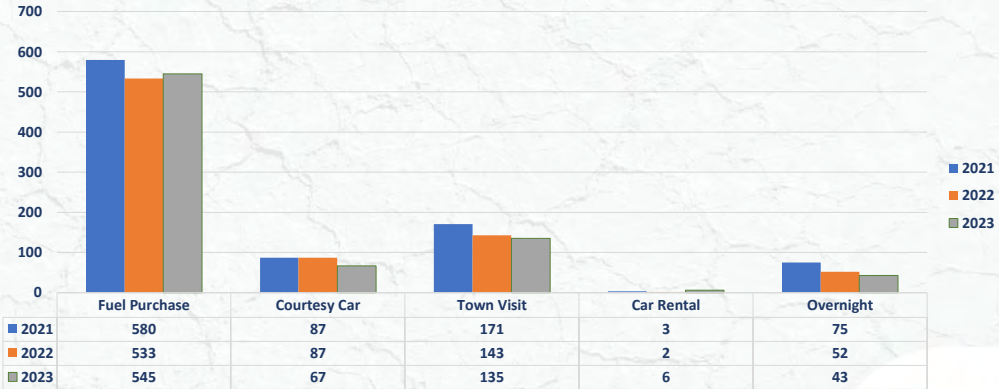
YEAR-OVER-YEAR FLIGHTS



6

Airport Usage

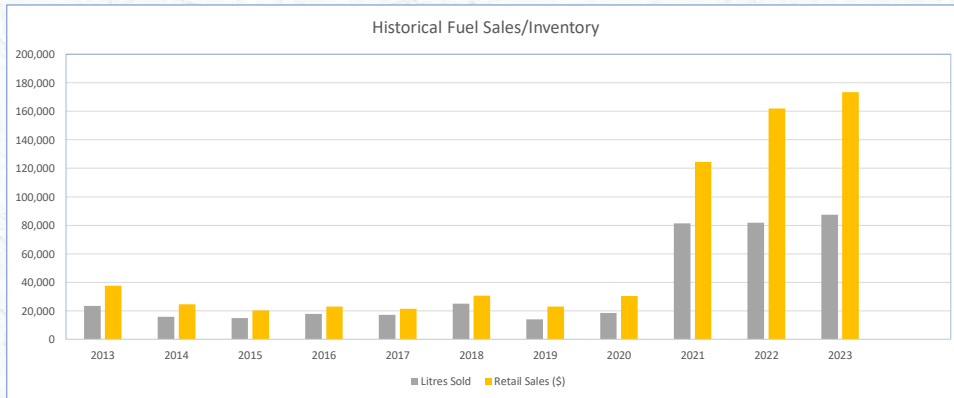
YEAR-OVER-YEAR ACTIVITIES



7

Fuel Sales

Historical Fuel Sales/Inventory



8

Fuel Sales



9



Completed Projects

Runway Lighting

- Replaced 40-year-old equipment with modern LED system.
- Allows for night operations after 4 years of not being capable.
- GPS instrument approaches for night and adverse weather for STARS and AHS aircraft.
- Completed October 2023.



10

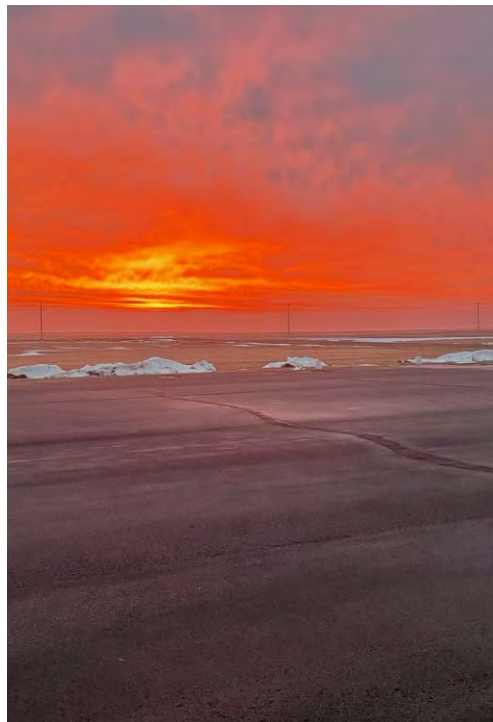


11

In Progress Projects

Airport Paving

- All paved surfaces were repaired and re-surfaced.
- New Aircraft tie downs flush with pavement.
- All markings were brought up to regulation size and location.
- Remaining deficiencies: Fox Coulee Aviation hangar water drainage.
 - This area has been surveyed and a plan is being created to fix the slope and drain the water to the field in 2024.



12

Upcoming Projects

Fuel Farm upgrade

- Replace our current underground fiberglass tanks, with above ground double walled metal tanks.
- Change the Point-of-Sale location to a booth beside the fuel cabinet.
- Increase our current fuel tank capacity from 45,000 liters to 65,000 liters.
- This upgrade will replace our current system which has reached its end of its lifecycle. It will also protect us from any potential environmental issues that could arise from leaks.

Lease Lots

- Survey more hanger lots and advertise availability.



Flight School

- Air Pockets Flight School: plan on bringing a satellite school to the airport. Currently waiting on a training aircraft to be stationed here.
- Complete repairs to the terminal basement, this will create a ground school classroom for flight training, and a rentable room.



13

Questions?



14



15

REQUEST FOR DIRECTION

TITLE:	2024 Capital Budget and 10-Year Capital Plan
DATE:	November 14, 2024
PRESENTED BY:	Victoria Chan- CPA, CGA, LL.B, LL.M Chief Financial Officer/Director of Corporate and Community Services
ATTACHMENT:	Appendix 1 - 2024 Capital Budget and 10-Year Capital Plan Appendix 2 – Canada Building Community Fund Funding Appendix 3 – Investment in Capital Assets & Amortization – Historical and Projected Appendix 4 – Municipal Reserves – Historical and Projected Appendix 5 – Long-Term Debt – Historical and Projected Appendix 6 – Municipal Sustainability Initiative (MSI) Funding

SUMMARY:

Administration is seeking Council direction regarding the 2024 Capital Budget.

RECOMMENDATION:

Administration requests that Committee direct any desired amendments to the proposed 2024 Capital Budget and refer to next Council Meeting for consideration.

DISCUSSION:

Section 245 of the *Municipal Government Act* states that *"Each council must adopt a capital budget for each calendar year."*

The proposed 2024 capital budget (Appendix 1) comprises 43 projects totaling \$10.71 million, of which approximately \$1 million will be funded by the capital grants from the federal and provincial government initiatives.

It also includes the "carry-forward" projects which were previously approved by Council in 2023 that the completion/delivery date is expected to go beyond December 31, 2023. These are the projects that are work-in-progress; committed for; and/or extended deadline to December 31, 2024.

For the ease of discussion, the proposed projects have been categorized in four priorities: 1 – Legislative/Regulatory Requirement; 2 – Public Safety; 3 – Council Initiative; and 4 – Asset/Service Enhancement and Improvement.

The Budget, as presented, also highlighted source of funding for each of the capital projects. Once Council has reviewed and provided direction, Administration will be in a position to bring the proposed 2024 capital budget for adoption at next Council meeting.

10 YEAR CAPITAL PLAN

Administration has prepared the 10-Year Capital Plan (“the Capital Plan”) for years starting 2024 and ending in 2033. The Capital Plan provides Council with a high-level perspective on anticipated capital needs in the next decade based on the current and future assumption of the Town’s needs and growth as a whole.

The Capital Plan does not provide a complete picture of the capital needs of the community as certain capital projects are of sudden, unplanned for, and emergency in nature. The Plan will be updated when it becomes known and ascertained by Administration.

CAPITAL INVESTMENTS

For the past decade, the Town has invested totaling of \$75 million in asset enhancement and improvement, as seen in Appendix 3. Aside from the Flood Mitigation Project, we are projecting capital needs of approximately \$15 million annually for the next decade to keep up our infrastructure and maintain the service level, as seen in our 10-Year Capital Plan.

In Appendix A, we use the Amortization expense as comparison to our capital investment. Amortization Expense is a non-cash item that represents the cost of the use of capital assets over the asset’s estimated useful life (i.e. depreciation). Using the province’s *Investment in Infrastructure ratio*, which is the rate of new capital investment over the depreciation of existing assets over 5 years, the investment in infrastructure ratio is 2.36 for the Town of Drumheller. A healthy rate is above 1.0, and 2.36 ratio means that the Town has been actively engaging in asset renewal and investment in a responsible manner.

MUNICIPAL RESERVES

For municipalities, reserves are one of the best indicators to measure the organization’s financial health. As shown in Appendix 3, the Town has been growing its reserves by approximately \$19 million for the past 10 years while incurring \$1.7 million in new debt for our capital renewal and investment. This has been achieved due to responsible spending and consistent contributions to reserves.

At the end of 2022, the total reserve balance stands at approximately \$29.5 million. Municipal reserve balances are impacted by operating surpluses/deficits and capital projects.

In the foreseeable future, reserve balances are expected to decrease as the Town starts to draw from the reserves to fund capital projects. Projected balances in Appendix 4 are shown for illustration purposes.

Actual reserve balances vary based on the actual annual operating results of municipality, as there are multiple variable factors, such as increasing costs for capital projects and the availability to other sources of funding, such as grants.

CAPITAL GRANT FUNDING

During the ten-year span of 2013 to 2022, the Town received nearly \$57.1 million from the federal/provincial governments for capital projects. This figure included the Flood Mitigation funding in 2020, 2021 and 2022 of \$22.9 million.

Flood mitigation is a special one-time project, with the total cost expected to be \$80 million. Aside from the Municipal Sustainability Initiative (MSI) and the Canada Community-Building Fund (CCBF) (formerly know as Gas Tax Fund), the town has received on average \$1.4 million per year over the past ten years in other grants such as the Strategic Transportation Infrastructure Program (STIP). However, these types of grants are discretionary, and unpredictable. It is thus inconsistent for budgeting purposes and not included in our current projection model.

In 2019, the Provincial government announced changes to the MSI grant. One of the changes included replacing the program with the Local Government Fiscal Framework Initiative, which will begin in 2024. The 2024 funding for the Town is not yet confirmed but is expected to be similar to the 2023 allocation of MSI, which was \$824,841 (Appendix 6).

In 2023, the Town received approximately \$499,686 from the CCBF. It is anticipated that there will be no major changes to the funding and its formula. The Town expects to receive approximately \$500,000 yearly from this program (Appendix 2).

FLOOD MITIGATION PROJECT

The proposed 2024 capital budget does not include the Flood Mitigation project, as this multi-year project was approved by Council in 2020. In 2024, no capital projects have been identified that need to be done in conjunction with the Flood Mitigation project with the exception of the *Urban Forest Implementation & Management Plan*. (See Recreation and Parks). The Michichi lift station project, while being constructed in 2024, was approved in the 2023 Capital Budget, originally as a siphon replacement.

LONG-TERM DEBT

At the end of 2022, the Town had a total debt limit of \$32.6 million (i.e. room to borrow), while the total outstanding debt was \$6.4 million. Although the town did not take on any additional debt in 2023, the Town may have to finance \$5.0 million in 2024 for the Town's contribution towards the Flood Mitigation Project and \$1.2 million for the watermain replacement.

As some of the Town’s assets are aging and requiring timely upgrade and replacement, it is anticipated that the Town will needs more funds to support the capital and infrastructure projects. Consequently, the Town debt levels are expected to be higher in the second half of this decade than they have been in the last decade as shown in Appendix 5.

The total outstanding debt is made up of the following loans:

	Original Loan	Interest Rate	Balance	Maturity Date
Badlands Community Facility Construction	\$6,000,000	4.529%	\$2,853,962	2030
Rosedale Cambria Water Distribution Local Improvement	\$871,560	4.529%	\$321,600	2028
Rosedale Cambria Water Transmission Line	\$339,684	4.657%	\$190,451	2033
Water Treatment Plant Filter and Pre-treatment System Upgrade	\$2,178,000	5.000%	\$691,578	2027
Extension of Water Transmission Line from Cambria to East Coulee	\$435,800	2.765%	\$299,623	2035
Expanding and Upgrading Sewer Treatment Plant	\$3,000,000	4.276%	\$1,428,677	2030
Rosedale Wastewater Forcemain	\$375,000	5.012%	\$181,427	2035
Constructing Sanitary Lift Station in East Coulee	\$485,000	3.108%	\$400,354	2038

FINANCIAL IMPACT:

Capital Funding (Please refer to the Option Section)

Sources of funding for the proposed capital expenses include:

Grant funding – Ongoing	\$1.05 M
General Municipal Capital Needs	\$4.94 M
Utility Capital Needs	<u>\$4.72 M</u>
Total	\$10.71 M

Capital Expenses

The proposed 2024 Capital Budget will consist of the following:

New Assets	\$ 1.16 M
Infrastructure Replacements	\$ 5.31 M
Infrastructure Upgrades/Renovations	\$ 0.80 M
Vehicle, Machine, and Equipment Replacements	\$ 1.55 M
Other	<u>\$ 1.90 M</u>
Total	\$10.71 M

The proposed 2024 Capital Budget will be invested in the following service areas:

Utilities - Wastewater	\$ 2.50 M
Utilities - Water	\$ 2.18 M
Parks & Recreation	\$ 0.51 M
Road Transportation	\$ 1.39 M
Common Services	\$ 2.27 M
Fire Services	\$ 1.18 M
Administration and Enforcement	\$ 0.13 M
Cemetery	\$ 0.03 M
Airport	\$ 0.54 M
Total	\$10.71 M

FUNDING OPTIONS

Option 1 - That the total 2024 Capital Budget Requests will be solely based on increase in General Taxation Revenue

The Town has a tax base of 4,304 taxable properties. In order to generate the additional revenue to cover all the capital projects for 2024 (minus the projected capital grants), each property would be required to contribute addition of \$1,148. For utilities project, each user will be required to contribute addition of \$1,063 based on 4,442 utilities users in the Region. This is based on the assumption that each property is equally sharing the burden.

However, the contribution is usually based on the assessed value and the type of property. It is commonly known that the more the value of property is assessed, the higher the contribution of the tax burden would be.

Option 2 - That the total 2024 Capital Budget Requests will be drawn from the Municipal Reserve

The total capital needs (net of projected capital grants) of \$9.66 million will draw down our Municipal Reserve from \$29.5 million to \$19.84 million. It is based on the assumption that the 2024 tax base will not result in an operating deficit that requires transfer from reserve to balance our budget.

Option 3 – Combination of Financing and Draw from Reserve

Draw from our Municipal Reserve of \$5.66 million, and finance \$4 million through Government of Alberta. It would reduce our Municipal Reserve balance from \$29.5 million to \$23.84 million. The following tables demonstrate the interest rate and terms, and the cost of borrowing for a \$4-million loan:

Interest Rate	Terms	Ann. Repayment (Cash Outlays)	Total Interest Payments / Cost of Borrowing	Add. annual avg. contribution per Property
5.70%	3-year	\$1,469,446	\$408,339	\$341.41
5.52%	5-year	\$926,393	\$631,967	\$215.24
5.58%	10-year	\$527,340	\$1,273,398	\$122.52
5.76%	15-year	\$401,849	\$2,027,728	\$93.37
5.85%	20-year	\$341,915	\$2,838,310	\$79.44
5.89%	25-year	\$307,685	\$3,692,117	\$71.49
5.89%	30-year	\$285,666	\$4,569,981	\$66.37

This is based on the assumption that each property is equally sharing the burden instead of assessment value.

Option 4 – Combination of General Taxation Revenue and Draw from Reserve

Draw from our Municipal Reserve of \$5.66 million which would reduce our Municipal Reserve balance from \$29.5 million to \$23.84 million. The Town will raise \$4 million through general tax revenue. It would translate into a one-time additional contribution of \$929.37 per property owner, and based on the assumption that each property is equally sharing the burden instead of basing on assessment value.

Analysis:

Finance has reviewed the 2024 Capital Budget request from all Departments. While some of the carryforward projects are anticipated to be completed and delivered in early 2024, it is of concern that the internal capacity might not be able to complete over \$7 million projects carried forward from 2023 plus \$10 million projects for 2024.

Finance is recommending that the 2024 Capital Budget request be capped at \$5 million, and will be funded in combination of general taxation revenue with a projected 3% increase in the tax rate and the remaining draw from the reserve. It would be able to maintain our tax base, utilize our Municipal Reserve responsibly, and replenish the Municipal Reserve with a moderate progression.


STRATEGIC POLICY ALIGNMENT:

Once adopted, the 2024 capital budget will ensure fiscal accountability and provide Administration with the legal authority to carry out the capital work identified for 2024.

COMMUNICATION STRATEGY:

Communication of the adopted budget will include a media release, distribution on social media platforms, and a copy will be uploaded to the Town website at www.drumheller.ca.

Prepared by:
Victoria Chan, CPA, CGA, LL.B, LL.M
Chief Financial Officer /
Director of Corporate & Community Services



Approved By:
Darryl E. Drohomerski, C.E.T.
Chief Administrative Officer



2024 - 2033 Capital Plan

	Project Manager	*Priority	Funding Source	Carry Forwards	2024	2025	2026	2027	2028	2029-2033
General Administration										
Network/Server Upgrades	CAO	4			\$ 35,000	\$ 30,000	\$ 11,000	\$ 66,000	\$ 11,000	\$ 77,000
Questica Implementation (Repurposed from Asset Retirement Obligation Study)		4	Reserve	\$ 80,000						
Plotter Replacement	CAO Executive Assistant				\$ 20,000					\$ 20,000
Photocopier- Townhall	Reg Bennett						\$ 18,000			\$ 12,000
Townhall elevator replacement					\$ 200,000		\$ 200,000			
Photocopier- Public Works	Ops Manager				\$ 10,000					
Total General Administration	0			\$ 80,000	\$ 35,000	\$ 260,000	\$ 11,000	\$ 284,000	\$ 11,000	\$ 109,000
Enforcement Services										
unit 665 mun enforcement truck 1/2 ton 4x4	Director of Enforcemen	4			\$ 90,000	\$ -			\$ -	\$ 100,000
RCMP Detainment Cell Renovations		1	Reserve	\$ 100,000						
new truck mun enf 1/2 ton 4x4	Director of Enforcement and Protective Services						\$ 100,000			
unit 667 mun enforcement truck 1/2 ton 4x4										\$ 100,000
Total Enforcement Services	0			\$ 100,000	\$ 90,000	\$ -	\$ -	\$ 100,000	\$ -	\$ 200,000
Fire Protection Services										
Pumper Tanker- East Coulee	Fire Chief	1			\$ 900,000	\$ -	\$ -	\$ -	\$ -	
Command Vehicle Duty Officer		2			\$ 90,000					
Fire Management Software		4			\$ 9,500					
Thermal Imager		2			\$ 15,000			\$ 18,000		\$ 36,000
Rescue Unit Conversion Brush		2			\$ 190,000					
AFRCCS P25 Radio System						\$ 250,000				
Drumheller Fire Hall Renovations						\$ 250,000				
Engine Replacement										\$ 1,800,000
Command Vehicle Replacement						\$ 90,000				\$ 90,000
Self-Contained Breathing Apparatus (x32)							\$ 500,000			\$ 90,000
System 64 Training System					\$ 150,000					
East Coulee Bay Door					\$ 45,000					
Vehicle Extraction Tools										\$ 250,000
Re-Chassis Brush										\$ 150,000
Total Fire Protection Services	0			\$ -	\$ 1,204,500	\$ 445,000	\$ 340,000	\$ 500,000	\$ 18,000	\$ 2,416,000
Common Services										
Light Fleet Vehicles - Program	Operations Manager	4			\$ 190,000	\$ 210,000	\$ 128,000	\$ 341,000		\$ 720,200
PW Building - EOC Upgrade	Ops Manager	4			\$ 40,000					\$ 325,000
Concrete Crushing		4			\$ 200,000			\$ 250,000		\$ 575,000
Old Hospital & Old Public Works Yard Remediation		1,2,3			\$ 825,000					
General Engineering Services		4			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Tandem Truck (Waiting for Delivery)		4	MSI	\$ 275,000						
Wide Angle Mower (Waiting for Delivery)		4	MSI	\$ 78,000						
Heavy Equipment - Program	Operations Manager				\$ 782,000	\$ 780,000	\$ 604,000	\$ 698,000		\$ 2,822,000
PW Building - Shop A - Roof Repair/Replacement										\$ 325,000
PW Building - Shop B - Roof Repair/Replacement	Dave Brett									\$ 325,000
PW Building - Women's Locker	Libby Vant					\$ 200,000				
PW Building - Shop B - Office Space for Facility Staff	Ops Manager						\$ 50,000	\$ 200,000		
PW Building - Cold Storage Building 2	Ops Manager				\$ 328,000					\$ 100,000
PW Building - Cold Storage Building 2 - Clay liner and convert for salt	Ops Manager				\$ 100,000					
Total Common Services				\$ 353,000	\$ 1,355,000	\$ 1,520,000	\$ 1,208,000	\$ 1,345,000	\$ 998,000	\$ 5,367,200



2024 - 2033 Capital Plan

	Project Manager	*Priority	Funding Source	Carry Forwards	2024	2025	2026	2027	2028	2029-2033
DARP- Downtown Area Revitalization Plan										
DARP - Downtown Vehicle Access- Engineering^		3,4			\$ 200,000					\$ -
DARP - Downtown Vehicle Access- Construction		3,4	Reserve	\$ 890,000	\$ 200,000	\$ 200,000				\$ -
DARP - Street Beautification Program- Centre Street - 3rd Ave to Railway Ave		3,4			\$ 100,000	\$ 600,000				\$ -
Replacement of Decorative Street Lights	Director of Infrastructure	2			\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -
DARP Centennial Park Upgrades		3,4	Reserve	\$ 335,000						\$ -
DARP - Street Beautification Program- 3rd Ave- Centre St to 1 St W					\$ 100,000	\$ 500,000				\$ -
DARP - Street Beautification Program- 3rd Ave- Centre St to 1 St E						\$ 100,000	\$ 500,000			\$ -
DARP - Street Beautification Program- Centre Street- 3rd Ave to 2 Ave						\$ 100,000	\$ 500,000			\$ -
DARP Park Improvements					\$ 75,000	\$ 500,000	\$ 200,000			\$ 250,000
DARP Other Utilities	Director of Infrastructure Services				\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ -
Total DARP	0			\$ 1,225,000	\$ 600,000	\$ 1,475,000	\$ 1,500,000	\$ 1,200,000	\$ 900,000	\$ 250,000
^Includes 5St & 6Ave- Consortium										
Road Transport										
Street Improvement Program	Director of Infrastructure	4	MSI	\$ 795,000	\$ 700,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 4,250,000
Sidewalk Rehabilitation Program	Director of Infrastructure	4	Gas Tax Fund	\$ 335,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
Town Beautification- Transportation Corridors	Director of Infrastructure	3,4			\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Highway 10X Bridge 10- Deck Rehab	Director of Infrastructure	1,2,3,4			\$ 85,000			\$ 86,500		\$ 87,500
Starline Suspension Bridge		1,2,3,4			\$ 155,000					\$ -
Culvert Bridge Program	Director of Infrastructure	2	Reserve	\$ 100,000		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 750,000
Pavement Condition Assessment Report						\$ 50,000				\$ 100,000
Highway 10x Bridge 9- Deck Rehab	Director of Infrastructure Services				\$ 86,000				\$ 87,500	
Bridge 10 Replacement- (Provincial Grant Dependant)	Kevin Blanchett				\$ 500,000	\$ 8,000,000				\$ -
Bridge 9 Replacement- (Provincial Grant Dependant)	Kevin Blanchett									\$ 9,500,000
South Dinosaur Trail Sound Barrier						\$ 175,000	\$ 900,000			\$ -
Transportation Master Plan						\$ 150,000				\$ -
Total Road Transport	0			\$ 1,230,000	\$ 1,365,000	\$ 1,961,000	\$ 9,750,000	\$ 2,361,500	\$ 1,462,500	\$ 16,812,500
Air Transportation										
Fuel Tank Farm	Airport Manager	1,2			\$ 450,000					\$ -
Fuel POS System Upgrade In conjunction with EC Bulk Water Billing	Airport Manager	4			\$ 30,000					\$ -
Airport Basement- Foundation Remediation		4			\$ 60,000					\$ -
Hangars	Airport Manager					\$ 50,000				\$ -
Taxiway - Lengthen - Grant Dependent	Airport Manager							\$ 750,000		\$ -
Riding Mower	Airport Manager					\$ 30,000				\$ 30,000
Total Air Transportation	0				\$ 540,000	\$ 50,000	\$ 30,000	\$ -	\$ 750,000	\$ 30,000



2024 - 2033 Capital Plan

	Project Manager	*Priority	Funding Source	Carry Forwards	2024	2025	2026	2027	2028	2029-2033	
Water Supply & Distribution											
River Crossing- North Drumheller Watermain		2			\$ 1,250,000				\$ -	-	
Water Treatment Plant Make Up Air Handling	Bill Adams	4			\$ 95,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ -	-	
DBP Control (Outcome of DBP Study)	Bill Adams	1			\$ 80,000	\$ 55,000	\$ -	\$ -	\$ -	-	
SCADA Upgrade	Reg Bennett	2			\$ 75,000	\$ 400,000			\$ -	-	
Huntington Booster Station - Upgrade/Replacement(Water Master Servicing Study)	Bill Adams	1,2,4			\$ 100,000	\$ 800,000			\$ -	-	
Bankview Booster Station - New Construction(Water Master Servicing Study)	Bill Adams	1,2,4			\$ 100,000		\$ 800,000		\$ -	-	
Watermain Extension- Museum to Golf Course		3			\$ 125,000	\$ 3,000,000			\$ -	-	
Chlorine Room Upgrades		1,2			\$ 75,000	\$ 315,000			\$ -	-	
Chemical Analyzers (x15)		1			\$ 150,000				\$ -	-	
Irrigation Meters and Backflow Prevention		1,4	Reserve	\$ 75,000						-	
Drumheller Water Treatment Plant UV Replacement		2,4	Reserve	\$ 580,000						-	
Water Tower Programs		2,4	Reserve	\$ 100,000						-	
Low Lift Pump Program(2023)		2,4	Reserve	\$ 65,000						-	
East Coulee Water Station Billing System Updates		4	Reserve	\$ 12,000						-	
Water Treatment Plant Make Up Air Handling		4	Reserve	\$ 80,000						-	
WTP HVAC Building Maintenance System		4	Reserve	\$ 50,000						-	
Penitentiary Booster Station(2022)		4	Reserve	\$ 200,000						-	
WTP Distribution Pump									\$ 160,000	\$ -	
Low Lift pump Rebuild	Bill Adams				\$ -	\$ -				\$ 80,000	
Water Tower Program	Bill Adams				\$ 26,000	\$ 100,000	\$ 550,000	\$ 20,000	\$ 340,000	\$ -	
Water Tower - Security Improvements	Bill Adams							\$ 100,000	\$ -	\$ -	
Water Tower Bankview - Slope Protection	Bill Adams					\$ 100,000	\$ 1,000,000		\$ -	\$ -	
Rosedale Pump Building Demolition	Bill Adams								\$ 200,000	\$ -	
RWR - Security Upgrades					\$ 100,000				\$ -	\$ -	
Raw Water Reservoir Cleaning Program	Bill Adams				\$ 180,000				\$ 100,000	\$ 100,000	
RWR to Low Lift Pipe Twinning	Bill Adams							\$ 100,000	\$ 750,000	\$ -	
WTP Generator Replacement	Bill Adams								\$ 2,150,000	\$ -	
River Crossing - Midland Water Main	Bill Adams				\$ 125,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	
Water Main Replacement Program	Bill Adams				\$ 75,000	\$ 425,000	\$ 75,000	\$ 500,000	\$ 2,500,000	\$ -	
Pen Watermain					\$ 100,000	\$ 1,000,000			\$ -	\$ -	
WTP Main Waterline- Twinning(Central Drumheller)									\$ 5,300,000	\$ -	
Water Master Servicing Study & Water Treatment plant Master								\$ 125,000	\$ 125,000	\$ -	
Irrigation meters and backflow prevention					\$ 75,000	\$ 75,000			\$ -	\$ -	
Total Water Supply & Distribution	0				\$ 1,162,000	\$ 2,050,000	\$ 5,391,000	\$ 3,390,000	\$ 1,765,000	\$ 1,005,000	\$ 11,545,000
Wastewater											
River Crossing- North Drumheller Sanitary Sewer		2			\$ 1,250,000				\$ -	-	
Lagoons Cleaning Program		2,4			\$ 350,000				\$ 300,000	\$ -	
Wastewater Master Servicing Study & WWTP Master Plan		1,4			\$ 150,000				\$ 150,000	\$ -	
Waste Water Treatment Plant Blower- Additional Funds		4			\$ 130,000				\$ -	\$ -	
Michichi Creek- Sanitary Crossing- Additional Funds(with North Drumheller Berm Tender)		1,2,3,4	Reserve	\$ 1,395,000	\$ 750,000				\$ -	\$ -	
North Drum Lift Station/Forcemain		4	Reserve	\$ 1,025,000					\$ -	\$ -	
Drumheller WWTP - Septic Receiving Station							\$ 100,000	\$ 750,000	\$ -	\$ -	
Drumheller WWTP - Pen Lift Station					\$ 100,000	\$ 700,000			\$ -	\$ -	
Drumheller WWTP - Centrifuge Upgrade					\$ 125,000	\$ 500,000			\$ 500,000	\$ -	
Drumheller WWTP - MAU Replacement					\$ 120,000	\$ 120,000		\$ 120,000	\$ -	\$ -	
5th Street Lift Station assessment/rebuild/replace					\$ 200,000	\$ 6,000,000			\$ -	\$ -	
Nacmine Lift Station- Upgrade									\$ 2,150,000	\$ -	
Sewer Main Replacement program					\$ 75,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,500,000	\$ -	
Pen Sanitary Main					\$ 100,000	\$ 1,000,000			\$ -	\$ -	
Total Wastewater	0				\$ 2,420,000	\$ 2,630,000	\$ 600,000	\$ 8,820,000	\$ 720,000	\$ 1,250,000	\$ 4,600,000



2024 - 2033 Capital Plan

	Project Manager	*Priority	Funding Source	Carry Forwards	2024	2025	2026	2027	2028	2029-2033
Stormwater										
Stirling Ditch- Nacmine		1,4	Reserve	\$ 190,000						
Stormwater Master Servicing Study	Flood Office					\$ 150,000				\$ 150,000
Total Stormwater	0			\$ 190,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
Cemeteries										
Cemetery Survey		4			\$ 25,000					\$ -
Purchase of new columbarium (Full cost recovery)	Operations Manager				\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 60,000
Cemetery Expansion- 3A	Director of Infrastructure Services				\$ -	\$ 100,000	\$ 150,000			\$ -
Cemetery Expansion- 3B										\$ 250,000
Total Cemeteries and Columbariums	0				\$ 25,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ 310,000
Recreation and Parks										
Arena Interior Doors and Framing Upgrade		4			\$ 40,000					\$ -
Arena Sewer Relining		2,4			\$ 40,000					\$ -
Aquaplex Facility Replacement Planning (Feasibility Study & Concept Design)		3,4			\$ 175,000					\$ -
BCF- Primacoustic Treatment BCF Fieldhouse		4			\$ 90,000					\$ -
Hoodooos Parking Improvements		2,3,4			\$ 125,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -
New Trail Development*			Reserve	\$ 137,000	\$ 210,000	\$ 175,000	\$ 275,000	\$ 100,000	\$ 100,000	\$ 400,000
Spider Mower for Berms		4			\$ 65,000					\$ -
Urban Forest Implementation & Management Plan		4			\$ 75,000					\$ -
Rotary Park-Dinosaur Rehab/Replacement		3	Reserve	\$ 20,000						
Dog Park-Fencing**		3	Reserve	\$ 30,000						
New Castle Recreation Improvements**		3	Reserve	\$ 100,000						
Parks & Rec Master Plan Outcomes (Playground Inspection & Enhancement)		3	Reserve	\$ 50,000						
Conversion CN Bridges to Pedestrian Bridges		3	Reserve	\$ 125,000		\$ 100,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ -
Arena - Ice Plant Upgrades					\$ 75,000	\$ 500,000	\$ 500,000			\$ -
Arena - Zamboni										\$ 120,000
Arena - Lifecycle projects						\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000
Aquaplex Facility Replacement (Grant Dependand)					\$ 300,000	\$ 40,000,000				\$ -
BCF- Office Space	Manager of Recreation					\$ 50,000				\$ -
BCF- Outdoor Furniture for Terrace	Reg Bennett							\$ 10,000		\$ -
BCF- Fitness Equipment Replacement	Reg Bennett				\$ 35,000	\$ 30,000	\$ 35,000	\$ 30,000		\$ 170,000
BCF- Photocopier	Manager of Recreation									\$ 25,000
BCF Field House and Play Equipment Replacement										\$ 12,000
BCF- Banquet Hall and Upstairs Carpet						\$ 100,000				\$ -
BCF Lifecycle Projects										\$ 600,000
Outdoor Ball and Sports Field Complex Planning										\$ 175,000
Dedicated Dog Park										\$ 475,000
Parks - Washrooms Upgrades Program					\$ -	\$ 75,000	\$ 275,000	\$ 75,000	\$ 275,000	\$ 775,000
Angel Park - Landscape Upgrades						\$ 75,000	\$ 100,000			\$ -
Parks - Ride On mowers							\$ 56,500		\$ 57,000	\$ 58,000
Parks - Wide angle mowers						\$ 79,000	\$ -	\$ 80,000	\$ -	\$ 82,000
Total Recreation and Parks	0				\$ 462,000	\$ 820,000	\$ 1,414,000	\$ 42,586,500	\$ 1,490,000	\$ 1,172,000

** Parks & Rec Master Plan.

^ Includes Main Station



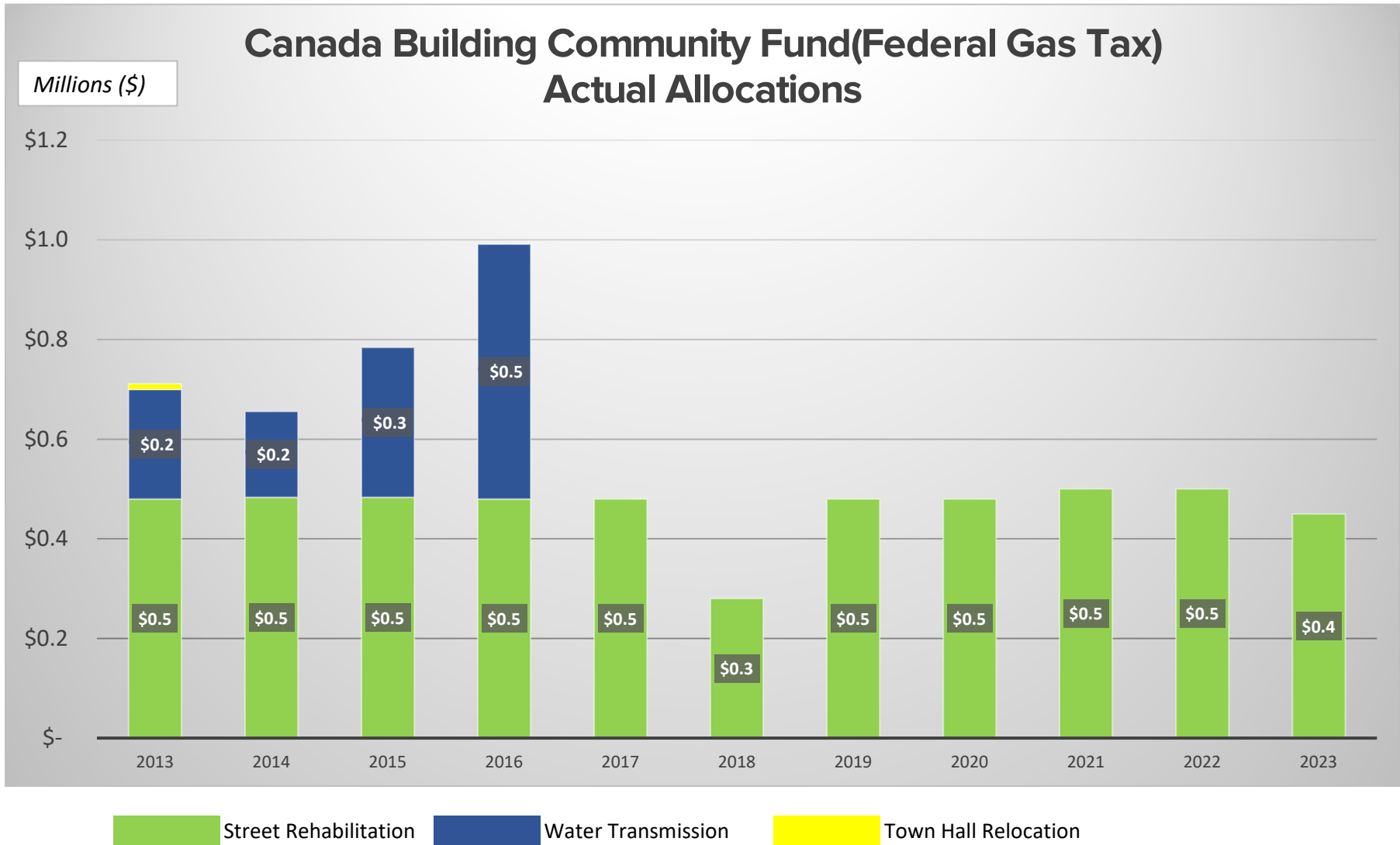
2024 - 2033 Capital Plan

	Project Manager	*Priority	Funding Source	Carry Forwards	2024	2025	2026	2027	2028	2029-2033	
CDSP											
Block Party Trailer Replacement										\$ 10,000	
Total CDSP					\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	
Grand Total					7,222,000	\$ 10,714,500	\$ 13,416,000	\$ 67,785,500	\$ 9,765,500	\$ 7,566,500	\$ 45,391,700

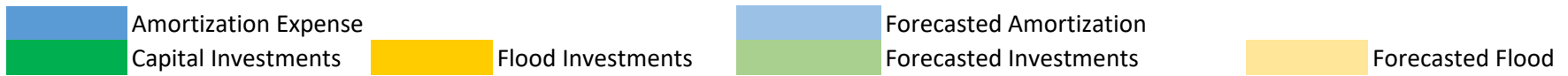
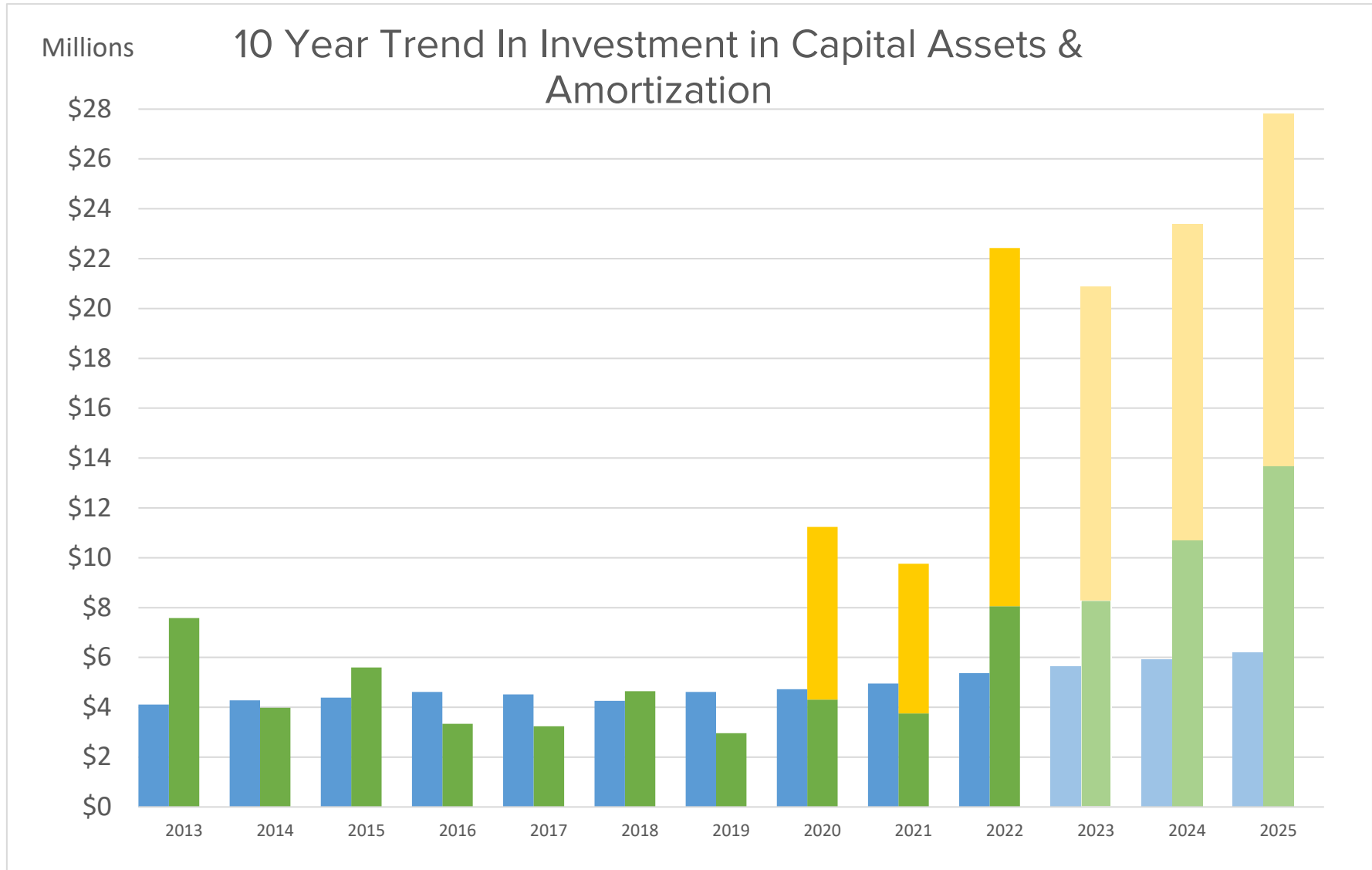
- *Priority Legend:**
- 1. Legislative/Regulatory Requirement
 - 2. Public Safety
 - 3. Council Initiative
 - 4. Asset/Service Enhancement

Total 2024 Capital Projects:	\$ 17,936,500
Including:	
Carryforward Projects from 2023-	7,222,000
Funding:	
From MSI	\$ 1,148,000
From Federal Gas Tax	\$ 335,000
Project Funding Required for Discussion	5,739,000
Available Reserves	\$ 29,461,228
General Taxation (Or)	
Financing	

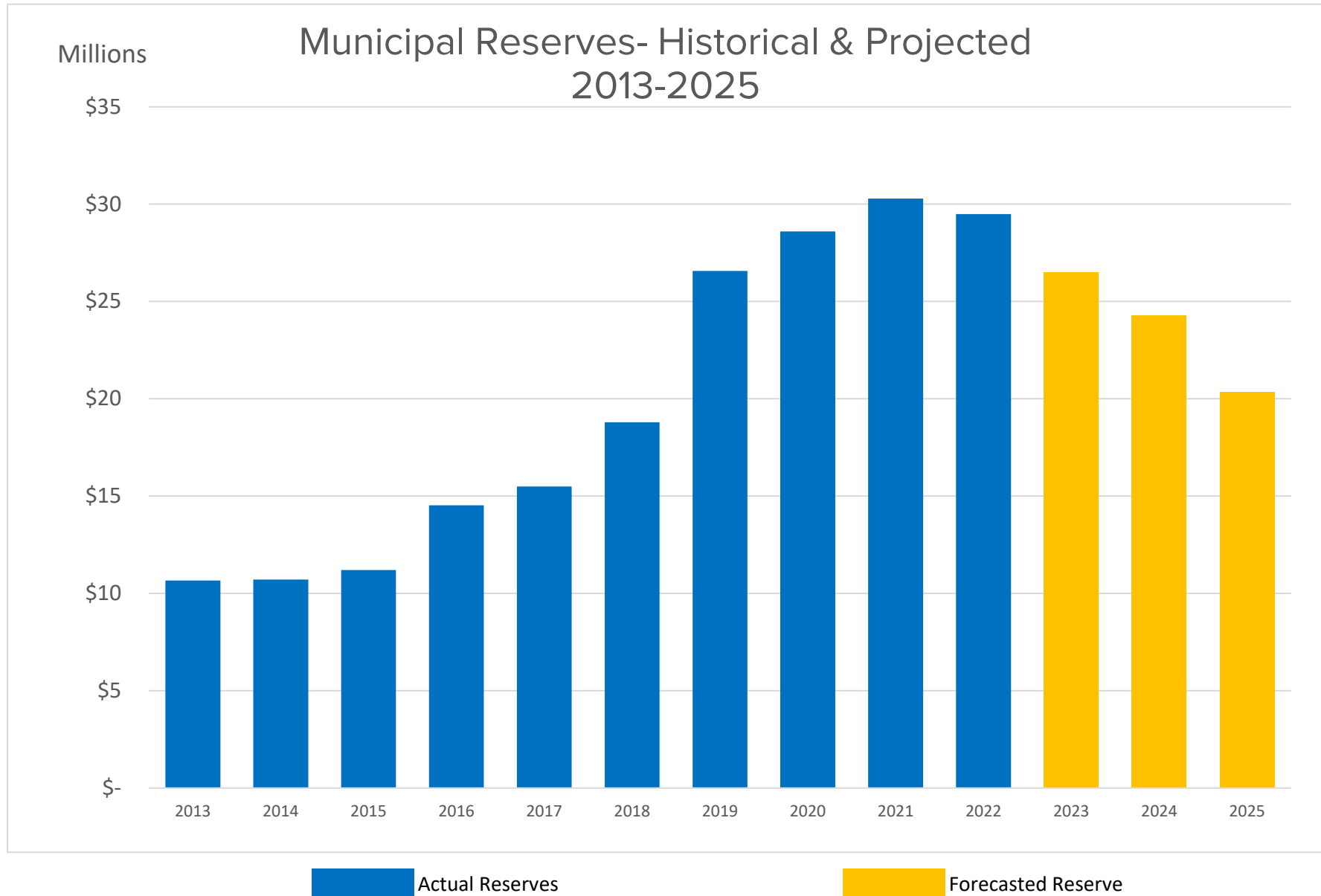
Appendix 2



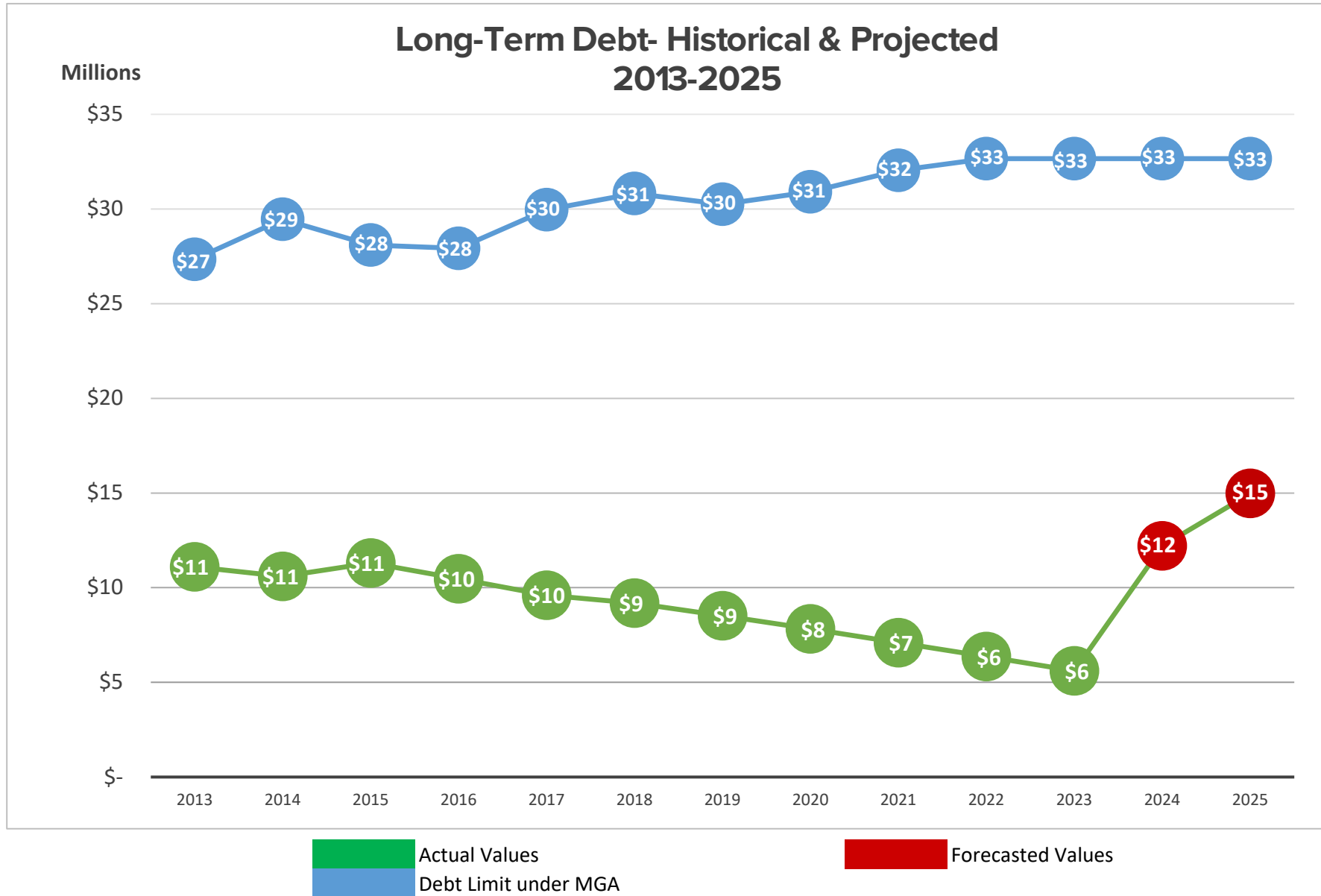
Appendix 3



Appendix 4



Appendix 5



Appendix 6

